The 9/11 attacks and the intelligence pertaining to the Iraqi WMD programs have led policy-makers, academics, and journalists to criticize the practices and judgments of the US intelligence community, acknowledge the gap between ideal and practical intelligence-policy relations, and revisit the sources of intelligence failures and their implications for US foreign policy.

To address these issues, the task force will examine several topics that are central to putting the recent controversies over the 9/11 attacks and the War in Iraq in context. We will explore the various sources of intelligence failures and successes; the challenges terrorism and nuclear proliferation in particular pose in the context of intelligence analysis in the pre- and post-Cold War environments; the sources and implications of politicization of intelligence by policy-makers; as well as evaluate the effectiveness of past and more recent attempts to reform the intelligence community. The taskforce will primarily focus on the US intelligence community, although a comparative perspective, using case studies detailing the experiences of Israeli and British intelligence communities, will be highlighted as well when appropriate. We will meet with former intelligence officers and policy-makers to hear different perspectives on the role of intelligence, and challenges they see in forging a trusting relationship between intelligence officers and policy-makers.

The final task force report will be in the form of recommendations to the Director of National Intelligence and the United States Senate Select Committee on Intelligence.
**Requirements**

*Individual Research Paper*

Each student should select a topic for a research paper that pertains to the issue of intelligence and foreign policy, and develop a working research plan that includes a preliminary bibliography and the identification of the relevant materials. Students should meet with the research librarians, and identify officials or experts who might be interviewed.

Each student should submit a rough draft of their research paper on **November 12**. Papers **should not** exceed 24 pages (including appendices and footnotes, but excluding the title, table of contents, briefing memo, and bibliography.) The paper should be concise and cogent, analyzing the nature of the particular problem, comparing alternative options and their implications, and marshaling information for informed policy choices and recommendations. The paper should include its own set of references and bibliography. Papers should be clearly written and accessible to the audience identified for the Final Report.

The final paper is due on **January 8**.

*Briefing Paper*

Students should also submit a short (one- or two-page) briefing paper that provides a summary of the substance of the issue, its political implications, and the available policy options. Draft of the briefing memo is due on **November 12**.

The briefing paper is also due on **January 8**.

*Oral Presentation*

Each student should make an oral presentation based upon the findings and recommendations of her or his research. These presentations will be strictly timed (10 minutes per presentation), and it should single out the significant points in a well-organized way. The student should be prepared to answer questions and respond to the concerns and comments of other Seminar members. The purpose of the question-and-discussion period is to clarify ambiguities, spell out the implications of certain positions, and highlight remaining issues to be addressed.

*The Junior Seminar Report*

The Senior Commissioner prepares a draft report with recommendations and their justifications. This report is generally a synthesizing, original statement rather than a compendium of the junior papers. It is intended to blend the juniors' views and recommendations in a creative manner, but with faithfulness to all positions represented.
The Seminar discusses and debates the draft report and tries to resolve controversial issues, sometimes by formal vote. A minority report is possible. The Final Report is then prepared. Appended to the Report are the individual juniors’ research papers (completed earlier).

**Grading**

- 50% Seminar Research Paper
- 10% Briefing Paper of Research Paper
- 15% Oral presentation
- 25% Participation in the group

**Required Books**


**Course Outline and Reading List**

**September 17:**

*What is Intelligence? And How does it Work?*

- Mark M. Lowenthal, *Intelligence: From Secrets to Policy* (Washington, DC: CQ Press), Chapters 1, 4-6, and 8 (Skim Chapters 2 and 3).
- Lock Johnson, & James Writz, *Intelligence*, Intro to Part I, Chapters 1, and 4
**Foreign Policy Decision-Making: Theories and Practice**


**September 24: The Intelligence – Policy Nexus**

*Learning about Library Research Resources with Nancy Pressman Levy (3:45 -4:30 PM)*

- Mark Lowenthal, *Intelligence*. Chapters 9 and 11.
- Jervis, Why Intelligence and Policymakers Clash, *Political Science Quarterly* 125. (Summer 2010): 185-204.
October 1: Challenges in Estimating Intelligence

- Jervis, *Why Intelligence Fails*, Chapters TBD.
- Loch Johnson & James Wirtz, *Intelligence*. Chapters 8, 10 and 12.

Surprise Attacks


October 8: The Use of Historical Case Studies

*Pearl Harbor*

The Cuban Missiles Crisis
- Jonathan Renshon, Mirroring Risk: The Cuban Missile Estimation

The Fall of the Shah in Iran
- Janne Nolan and Douglass McEachin, “Discourse, Dissent, and Strategic Surprise: Formulating U.S. Security Policy in an Age of Uncertainty,” Institute for the Study of Diplomacy Edmund A. Walsh School of Foreign Service, (Georgetown University 2006), Case # 1 (Iran: Intelligence Failure or Policy Stalemate?).

Cold War Intelligence
- John Diamond, The CIA and the Culture of Failure: US Intelligence from the End of the Cold War to the Invasion of Iraq, (Stanford University Press, 2008), Chapters 1 and 2.
- Kirsten Lundberg, CIA and the Fall of the Soviet Empire: The Politics of Getting It Right, Case Study C16-94-1251.0 for the Intelligence and Policy Project, John F. Kennedy School of Government (Cambridge, MA: Harvard University, 1994).

The Yom Kippur War

China, Korea
October 15: Recent Blunders

September 11 Attacks

- Paul Pillar, Intelligence and US Policy, Chapters 9-10, pp. 233-292.
- Lock Johnson & James Writz, Intelligence. Chapter 33.

The Iraq War

- Thomas Mahnken, “Spyes and Bureaucrats: Getting Intelligence Right,” Public Interest, No.81, (Spring 2005).
- Paul Pillar, Intelligence and US Foreign Policy, Chapters 2-3.

Old and New Challenges I: Nuclear Proliferation


October 22: Intelligence Reform (No Class: Need to Schedule a Make Up)

• Paul Pillar, Intelligence and US Foreign Policy, chapters 11-12, pp. 292-330.

**October 29: No Class - Fall Break**

**November 5:**

Guest Lecture: Paul Pillar

**November 12:**

Oral Presentations

** Draft Papers Due

**November 19:**

*Oral Presentations*
November 26: NO CLASS – MAKE UP
** Guest Lecturer: John McLaughlin

December 3:
Discussion of draft report and minority reports & recommendation

December 10:
Presentation of Final Report and Discussion