U.S. Intelligence: An Introduction

2-day Course

Description, Learning Objectives, Schedule & Faculty Biography

Description & Learning Objectives

U.S. Intelligence: An Introduction provides a broad overview of the roles, functions, activities and current issues facing the U.S. Intelligence Community. This course is specifically designed to provide government, military, academic, and contractor professionals working with the Intelligence Community a firm basis for understanding the Community’s roles, needs and culture and the issues that they are facing today as the Community deals with a new structure and new threats. This course places special emphasis on the ongoing changes in U.S. Intelligence and the issues that these changes raise, and the changes that have been implemented since 2001 and how they are progressing. In the 2-day course, U.S. Intelligence: An Introduction is comprised of the following core modules with associated learning objectives, each of which helps meet the needs noted above:

- **Legal Basis & Budgeting:** the laws and executive orders that govern U.S. intelligence and the structure of the budget, including the makeup of the two main components, the National Intelligence Program (NIP) and the Military Intelligence Program (MIP). The Learning Objectives include understanding the laws that govern U.S. intelligence structure and activities and understanding the basic composition of both parts of the intelligence budget, as well as major sub-components of the budget.

- **Structure & Missions:** the key organizing and methodological principles that guide the structure and function of the Intelligence Community; the role and function of each of the main agencies and of the DNI; and the issues that continue to be problematic in managing U.S. intelligence. The Learning Objectives include understanding the various types of functions carried out in U.S. intelligence (analysis, operational, acquisition) and the roles played by each of the major intelligence agencies, the inherent issue of coordination, and a sense of how the DNI is faring.

- **National Security Threats in the 21st Century:** what are the main policy issues that drive U.S. intelligence; the role of the National Intelligence Priorities Framework (NIPF); the intelligence implications of the main policy issues (including terrorism, WMD, failed states; military deployments, et al.); and the role of opportunity analysis. The Learning Objectives include understanding the key issues that currently concern policy makers and how these concerns are then translated into intelligence problem sets, many of which the students will be dealing with.
- **Covert action**: formally, “activities of the United States Government to influence political, economic, or military conditions abroad” is among the most controversial activities undertaken by the Intelligence Community. Covert action raises issues of legal authorities, roles and missions, Congressional oversight and ethical and moral standards. This module discusses these various issues as well as the types of activities usually conducted as covert action, with historic examples. The Learning Objectives include understanding the legal basis and authorities for covert action; the concept of “plausible deniability”; and the types of activities that fall under the term “covert action.”

- **Collection**: we review the strengths and weaknesses of each of the collection disciplines (HUMINT, GEOINT, SIGINT, MASINT, OSINT), the intelligence issues (as discussed in the previous module) for which they are each best suited, and Community collection management issues. The Learning Objectives include understanding how the various INTs work, which agencies are responsible for them and the relative strengths and weaknesses of each INT.

- **Intelligence Analysis**: the key issues driving US intelligence analysis, including policy maker focus, workforce issues, and the continuing legacy of 9/11 and Iraq WMD. The Learning Objectives include achieving a better understanding of the stresses, strengths and weaknesses inherent in intelligence analysis.

- **Congress and the Intelligence Community**: what is the role of Congress in intelligence; how intelligence oversight has developed; key intelligence issues between Congress and the Executive branch. The Learning Objectives emphasize a better appreciation of the legitimate role Congress plays in determining U.S. intelligence policy, as well as the political factors that come into play.

- **Cyber: An Introduction**: Cyber has moved to the top of the national security agenda. This module offers an introduction to some of the historical, policy, legal and intelligence issues related to cyber. The Learning Objective is to give the students a better context in which to think about cyber issues, without the attendant hype, and how they might best be handled.

We incorporate threat and collection exercises into the 2-day course. These are particularly useful in helping the students to begin applying their knowledge to real problems.
Schedule – Day 1
0800-0845  Course Overview, Introductions and Pre-Course Test
0845-0945  Module 1 – Legal Basis & Budgeting
0945-1000  Break
1000-1100  Module 2 – Structure & Missions
1100-1115  Break
1115-1215  Module 3 – National Security Threats in the 21st Century
1215-1315  Lunch
1315-1415  Module 4 – Covert Action
1415-1430  Break
1430-1530  Threat Exercise – Reading and Presentation Preparation
1530-1545  Wrap-Up

Schedule – Day 2
0800-0900  Threat Exercise Presentations
0900-1015  Module 5 – Collection
1015-1030  Break
1030-1145  Module 6 – Intelligence Analysis
1145-1245  Lunch
1245-1345  Module 7 – Congress and the Intelligence Community
1345-1445  Module 8 – Cyber: An Introduction
1445-1500  Break
1500-1545  Collection Exercise
1545-1600  Wrap-Up, Post-Course Test
Faculty Biography

Dr. Mark M. Lowenthal, an internationally recognized expert on intelligence, is President and CEO of the Intelligence & Security Academy, LLC, a national security education, training and consulting company.

From 2002-2005, Dr. Lowenthal served as the Assistant Director of Central Intelligence for Analysis & Production and also as the Vice Chairman for Evaluation on the National Intelligence Council. Prior to these duties, he served as Counselor to the Director of Central Intelligence. Dr. Lowenthal was the Staff Director of the House Permanent Select Committee on Intelligence in the 104th Congress (1995-97), where he directed the committee’s study on the future of the Intelligence Community, *IC21: The Intelligence Community in the 21st Century*. He also served in the State Department’s Bureau of Intelligence and Research (INR), as both an office director and a Deputy Assistant Secretary of State, and has been the Senior Specialist in U.S. Foreign Policy at the Congressional Research Service, Library of Congress.

Dr. Lowenthal has written extensively on intelligence and national security issues, including six books and over 100 articles or studies. His most recent book, *Intelligence: From Secrets to Policy* (Sage/CQ Press, 6th ed., 2014), has become the standard college and graduate school textbook on the subject. He has also written two novels, *Crispan Magicker* (1979) and *The Great God Pan* (a Kindle e-book, 2012). Dr. Lowenthal is a frequent public commentator on intelligence issues. He has appeared on each of the major networks, the *Lehrer Newshour* and *Charlie Rose*; his op-eds have appeared in *The New York Times* and *The Washington Post*.

Dr. Lowenthal received his B.A. from Brooklyn College and his Ph.D. in history from Harvard University. He is on the adjunct faculty of the Johns Hopkins University, the National Intelligence University and Sciences Po in Paris (*Institut d'études politiques de Paris*). He was an adjunct for 14 years at Columbia University. He is the Executive Director of the International Association for Intelligence Education and a Chairman Emeritus of the Intelligence Committee for AFCEA. He is currently a member of the Board of Directors of INSA and also of the FBI Intelligence Analysts Association.

In 2005, Dr. Lowenthal was awarded the National Intelligence Distinguished Service Medal, the Intelligence Community’s highest award. In 2006, he received AFCEA’s Distinguished Service Award for service to the Intelligence Community. In 1988, Dr. Lowenthal was the Grand Champion on *Jeopardy!*, the television quiz show.