This course is designed to introduce students to the role that the intelligence community plays in contemporary national security. The class will begin with a classic “Red Team” exercise, designed to harness outside the box thinking to expose potential threats to national security and possible intelligence community responses to those threats. The class will continue with an exploration of the nature of these threats, focusing on why today’s threats are different and more challenging than those of the past. Finally, the class will investigate the tough choices that this leaves policy-makers. Threats, responses, and intelligence are rarely crystal-clear, necessitating a set of very high-stakes decisions by national leaders. The follow-on assignments will allow students to explore these issues in a written format.

**Course Outline**

**Session 1:** Introduction and National Security Scenario Exercise  
Introduction to the course  
Introduction to National Security  
Changing threat environment  
Exercise: Red Team / Blue Team

**Session 2:** Managing tough choices  
Coordinating the new National Security Bureaucracy  
Decision making and Actionable Intelligence

**Assignments**

Remember, you MUST submit all assignments 30 days after your NSLC program.

Graded materials for this course will consist of:

1. **Class Participation**  
   Participation has two components:

   Part 1 is your participation in the four on-site course sessions with the professor. Students are
expected to listen attentively, ask questions, and participate in the discussion.

Part 2 occurs on the Blackboard discussion board.

- Students are required to make a minimum of 2 substantive posts initiating a conversation, asking a thought-provoking question, or pointing out (with a link) a contemporary news story relevant to the class. These posts should be about a paragraph in length and end with a question or issue to debate.
- Students are required to make a minimum of 2 follow up comments. These should advance the discussion started by the substantive posts. The follow up posts can respond to the original post or another student’s comments. Generate an interesting discussion.
- All discussion board posts should follow proper decorum and respect for fellow students.

2. Reflective Essay (1000 words) 20% of final grade

The reflective essay is a paper, written in essay style that discusses and analyzes at least three (3) NSLC speakers, activities, and/or visits in terms of a common theme. Your essay should be reflective. This means that you should not simply summarize what you did, but should focus instead on your reactions, interpretations, and understandings of your experiences and how they relate to your chosen theme.

3. Threat Assessment Briefing Paper (2000-2500 words) 45% of final grade

The briefing paper is an essay about an important contemporary topic written for an informed audience. You should address the question below, making a strong argument on behalf of your thesis and developing your own conclusion based on evidence from sources. In doing so, you must use a minimum of five (4) of the texts from the course's reading list, which is available on the Blackboard site. Extra research beyond specified readings will help the quality of your paper significantly.

**Question:** Identify a key target relevant to US National Security that could be the subject of an attack. Conduct a threat assessment on that target. Your threat assessment should identify the target and the potential threats it faces. In identifying the target, discuss its relevance to National Security and its key vulnerabilities. What would be the impact if the target was the subject of an attack? In identifying threats, discuss the threat’s strengths, weaknesses, probability of occurring, and potential severity were it to occur. Prioritize the threats, identifying which one should command the most attention and which the least. Lay out potential ways to protect the target, and note cost the increased security entails. Given your analysis, what steps should policy makers and national leaders take to better secure the target?

**Two Credit Option ONLY:** If and only if you have registered for the two-credit option, you must complete two additional assignments (for a total of 5). Each of the above assignments will be adjusted in weight accordingly in your final grade.

4. Decision Memorandum (1000 words) 25% of final grade
What is the most important National Security issue requiring a Presidential Decision today, and what should the US Government do about it? Pretend you are the National Security Advisor and write a memo to the President of the United States that 1) identifies the top issue in US National Security that requires Presidential action, 2) frames a decision that the President must make regarding that issue, 3) gives three policy options for addressing that threat with costs and benefits of each option, and 3) recommends which option the President should choose with specific actions the government can take to implement your chosen option. The memo should be written in memo format and be no more than 1000 words long. It must be short, sweet, and to the point. The key to a good memo lies in how it identifies an issue for decision and frames the set of choices for a leader. A sample memo will be posted on the class Blackboard site.

Assignment Grading

Your assignments are due 30 days after the conclusion of your NSLC program, September 9, 2008. Your assignments should be submitted through the Blackboard site.

Your grade (A to F) will reflect your effectiveness and promptness in completing the written assignments listed below. An “A” grade will indicate superior work demonstrating a mastery of the concepts discussed in class, and reflecting thorough and thoughtful research conveyed through well-written assignments. A “B” grade will indicate good work, and a “C” grade average work. Substandard, incomplete, or otherwise unacceptable work will receive grades of either “D” or “F.”

Once your work has been graded, American University will send you an official transcript. You will complete a form requesting this transcript on the first day of class. Please make sure that you fill this form out carefully and accurately. If you need additional transcripts, consult our website or the FAQ on how to order them from the University.

Finally, please keep a copy of all materials submitted for grading for your records, as instructors will not return the originals.

Paper Requirements

All papers must meet the following minimum standards:
- You should provide a title, your name, and the date of submission at the top of the first page.
- Each page, except the first, must have a page number.
- Papers should contain no grammatical or spelling errors. Try to convey your ideas in simple sentences, and proofread your work carefully before submitting it.
- References to authors must be cited using a standard citation method. (See: Kate L. Turabian, A Manual for Writers of Term Papers, Theses, and Dissertations, or a similar reference work for guidance.) Either footnotes or endnotes will satisfy this requirement. When paraphrasing an author’s work, a student MUST give credit to the author paraphrased, preferably in BOTH the body of your paper AND in a footnote/endnote. You MUST indicate any direct quotation with quotation marks and a citation. A quote used without quotation marks is plagiarism, even if the author is cited.
**Academic Integrity:**
All students must observe American University's Academic Integrity Code. The Academic Integrity Code details specific violations of ethical conduct that relate to academic integrity. By registering, you have acknowledged your awareness of the Academic Integrity Code, and you have accepted an obligation to become familiar with your rights and responsibilities as defined by the Code. All of your work—whether oral or written, in any and all classes—must comply with the provisions of the Academic Integrity Code. Academic violations include, but are not limited to plagiarism; inappropriate collaboration; dishonesty in examinations, whether in-class or take-home; dishonesty in papers; work done for one course and submitted in another; deliberate falsification of data; interference with other students' work; and copyright violations. The adjudication process and possible penalties appear in American University's Academic Integrity Code, available both in hard copy and at American University's website. Membership in this academic community entitles each of us to a wide degree of freedom and the pursuit of scholarly interests: With that freedom, however, comes a responsibility to uphold the highest ethical standards of scholarly conduct.

You will find the full code online at [http://www.american.edu/academics/integrity/code.htm](http://www.american.edu/academics/integrity/code.htm).

**Reading List**
Required Articles should be available on the class Blackboard site or available online
Highly Recommended and Recommended readings are provided to give you further resources should you want to learn more on the topics covered in class. The list is long, to show you the vast resources available to learn more about intelligence and national security.

**Required Readings**


Jeffrey Slotnick, “How safe is your city?” *American City & County* 120:10 (September 2005), pages 62-67.


Two Credit Required Readings

Reading TBA on current Administration National Security Strategy

David Rothkopf, “Inside the Committee that Runs the World,” Foreign Policy, Mar / April 2005.


Highly Recommended Readings

You can either buy the book or download the complete report from: http://www.9-11commission.gov/report/index.htm


Recommended Readings


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