UPADM-GP 430
Intelligence and National Security Policy-Making
Spring 2019

Instructor Information
- Timothy Naftali
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Course Information
- Class Meeting Times: Tuesdays and Thursdays, 3:30 PM-4:45 PM
- Class Location: Helen & Martin Kimmel Center for University Life

Course Requirements
1. Two 1-page (300 word) response papers (15% x 2): 30%
2. In-class policy simulation exercise: 10%
3. One 5-page Paper (Intelligence and a Decision): 30%
4. Final Examination: 30%

Course Policies
1. Response Paper guidelines
   Each response paper will be strictly based on the assigned reading. The instructor will provide the prompt at least a week in advance and the paper will be due before the class where the relevant issue will be discussed.
2. Policy Simulation Exercise

The students will engage in a roleplaying exercise where, as members of the National Security Council, they will debate a specific policy issue. The class will be divided with part of the class participating in the exercise and the rest of the class working with the instructor in asking questions of the “national security council.”

3. Final Paper

The students will be required to write a five-page, doublespaced paper analyzing the role of intelligence in a major US national security decision in the modern era. Several weeks before the due date, the instructor will distribute guidelines for the paper. The students should meet with the instructor to discuss their topic.

Henry and Lucy Moses Center for Students with Disabilities at NYU

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities (CSD) website](https://moses.nyu.edu) and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or mosescsd@nyu.edu) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

NYU’s Calendar Policy on Religious Holidays

NYU’s Calendar Policy on Religious Holidays states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by Wagner’s Academic Code. All Wagner students have already read and signed the Wagner Academic Oath. Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.
Course Materials

All books with an asterisk have been ordered to the NYU Bookstore on Broadway and their purchase is recommended. Materials found on the course website are indicated by an +.

* = NYU Bookstore
+ = Course Website
® = On Bobst Reserve

Course Overview

Week 1: Introduction
January 23: Introduction to the IC
January 25: Intelligence and Elections

Required Reading:

Office of the Director of National Intelligence, Assessing Russian Activities and Intentions in Recent US Elections, 6 January 2017.


Week 2: (January 30 / February 1): What is Intelligence? I
a) HUMINT
b) SIGINT

Required Reading:


Patrick Beesley, ULTRA and the Battle of the Atlantic: A British View (Declassified 2010).

Week 3 (February 6 / 8): What is Intelligence? II
a) RECONNAISSANCE
b) DECEPTION (Active Measures)

**Required Reading:**


Michael Howard, Strategic Deception in the Second World War (1990), pp. 89-93.

CIA, National Intelligence Estimate, September 1961.

Week 4 (February 13 / 15): What is Intelligence? III
a) COVERT ACTION
b) ANALYSIS AND WARNING

**Required Reading:**


CIA, “Alert Memoranda—The Track Record,” [no date, declassified 2014].


Week 5 (February 20 / 22): What is Intelligence? IV
a) Presidents' Day Holiday
b) Counterintelligence
Required Reading:

David Martin, Wilderness of Mirrors (1980), pp. 91


Week 6 (February 27 / March 1): The Consumers
Feb. 27: The President
March 1: The Congress

Required Reading:

Richard Helms, A Look Over My Shoulder (2002), 392-408. +


Selections from the Senate Select Committee on Intelligence Report on the Central Intelligence Agency’s Detention and Interrogation Program

Week 7 (March 6 / 8): Historical Case Study 1: Guatemala, 1954
a) Intervention
b) The Consequences

Required Reading:

Richard Bissell, 89-93. +


Week 8 (March 13-17): SPRING BREAK
Week 9 (March 20 / 22): Historical Case Study 2: Cuban Missile Crisis

**Required Reading:**

Robert Kennedy, Thirteen Days: A Memoir of the Cuban Missile Crisis (1968), 23-56; 79-110. *


Week 10 (March 27 / 29): Historical Case Study 3: Vietnam

**Required Reading:**


Week 11 (April 3 / 5): Historical Case Study 4: Nuclear Proliferation

a) Israel
b) India/Iran

**Required Reading:**


Week 12 (April 10 / 12): Historical Case Study 5: Gaddafi, Terrorism and Benghazi

a) Libya, 1985-86
b) Libya, 2012

Required Reading:

A Selection of Materials from the Ronald Reagan Presidential Library and Museum. +


CIA, DI, “Qadhafi’s Political Position Since the Airstrike,” July 17, 1986 (Date of Declassification not marked). +


Michael Morell, The Great War of Our Time: The CIA’s Fight Against Terrorism—from al Qa’ida to ISIS (2015), TK.


Week 13 (April 17 / 19): Predicting Monsters

a) Hitler
b) Saddam Hussein

Required Reading:

Richard Helms, pp. 18-26. +

Winston Churchill, Great Contemporaries [Handout].


Kevin M. Woods, (ed.) et al., The Saddam Tapes (2011), pages TK.

George Tenet, At The Center of the Storm: My Years at the CIA (2007), 301-358. +

Week 14 (April 24 / 26): Cyber War

**Required Reading:**

Shane Harris, War (2014), 3-102; 139-152; 171-197. *@

Michael Hayden, Playing to the Edge, (2016) TK.

Week 15 (May 1 / 3): Secrecy v. Privacy

May 1: Martin Luther King

May 3: Snowden and Prism

Taylor Branch, Parting the Waters: America in the King Years, 1954-1963 (1988), 206-212; 515-518; 846-887. +

Edward O. Guthman and Jeffrey Shulman, ed., Robert Kennedy: In His Own Words, pp. 139-147. +

Selection from NYU Tamiment Interview [conducted by Timothy Naftali] with Hunter Pitts “Jack” O’Dell, July 2015.


Week 16: Summing Up