



HENLEY-PUTNAM UNIVERSITY

Doctorate Degree Program in Strategic Security



Henley-Putnam University™

INTELLIGENCE  
COUNTERTERRORISM  
PROTECTION



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INTELLIGENCE  
COUNTERTERRORISM  
PROTECTION



Greetings Doctorate Candidate,

If you are reading this letter, than you are embarking on one of the most critical, exciting, yet challenging decisions of your life. As I write this letter today, we have been told and looked everywhere we could to determine that nothing like this program exists in the country...and perhaps the world. At the same time, there is probably not a single topic that is more in need than the understanding and the development of Strategic Security for it encompasses the entire range of protection, intelligence and counterterrorism activities.

Whether you are mostly concerned about information security, national security, local security or individual security, understanding the strategic processes, regulations and management tools of this trade is becoming increasingly in demand. Appropriate methods of communications, adaptations, leadership and research methodology in these fields are also required more than ever before. The call from our students to advance these issues is clear, the petition from our peers to be vigilant about these matters is understandable, and the mandate from our country to improve the allegiance of our purpose is apparent – it is time to put the ultimatum of our tradecraft to the test which starts with the right tools offered by such a unique program.

Henley-Putnam University was not established to develop agency, law enforcement, military or corporate security specialists – those organizations take care of those aspects just fine. We were founded on a principle that understanding the basics of the work, developing knowledge of the skills involved, and comprehending the reality of what these groups demand will make for a better agent, officer, director, manager or anything else within the strategic security field. Hence, we are simply not for everyone – and while we are not elitist, we are elite. The only question left is, can you commit to this team?

**Michael H. Corcoran, Ph.D**

*University President*

## MISSION OF THE UNIVERSITY

Our university's mission is to serve professionals in the strategic security industry, especially within the law enforcement, military and the intelligence communities, by increasing their opportunities for advancement in the fields of intelligence management, counterterrorism studies, and the management of personal protection. Our focus is on delivering user friendly, high quality, online degree programs with an emphasis on furthering knowledge in deterrence and prevention.

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## ACCREDITATION AND APPROVALS

Henley-Putnam University is accredited by the Accrediting Commission of the Distance Education and Training Council, 1601 18th Street N.W., Washington, DC 20009-2529, phone 202-234-5100. The Accrediting Commission of the Distance Education and Training Council is listed by the U.S. Department of Education as a nationally recognized accrediting agency, and is a recognized member of the Council for Higher Education Accreditation.

The University is approved to train veterans and other eligible persons. For information or resolution of specific payment problems, veterans should call the Department of Veterans Affairs at 800-827-1000.

The University is affiliated with the Defense Activity for Non-Traditional Education Support (DANTES).

### **Henley-Putnam University also maintains the following affiliations:**

- ▶ Member of the American Association of Collegiate Registrars and Admissions Officers (AACRAO).
- ▶ A current member of Servicemembers Opportunity Colleges (SOC) Consortium.
- ▶ Member of the Council of College and Military Educators (CCME).
- ▶ Member American Council on Education (ACE).
- ▶ Participating University in Air University Associate to Baccalaureate Cooperative (AU-ABC).
- ▶ Member of the California Association of Private Postsecondary Schools (CAPPS).

*Note: Please refer to the University Catalog for all academic policies.*

*“Vigilance is built into the Henley-Putnam philosophy. We teach a pro-active approach to security that anticipates, forestalls and prevents the threat from becoming a danger. It’s real security, not just responding and conceding the initiative to those who would seek to do harm and to those people and places you are charged with protecting.”*

- Steve Harrison, DPA, instructor and former U.S. Secret Service Agent, Director White House Security

## DEAN OF DOCTORATE PROGRAM

Greaves, Sheldon, Ph.D., University of California, Berkeley

## DOCTORATE FACULTY

Bullard, Monte, Ph.D., University of California, Berkeley

Clark, Robert, Ph.D., University of Illinois

Cummings, Donald, Ph.D., University of California, Santa Barbara

Goodfield, Barry, Ph.D., Alliant International University

Goldstein, Donald, Ph.D., Harvard University

Greaves, Denise, Ph.D., Stanford University

Harrison, Steve, DPA, University of Southern California

Keener, Keith, JD, University of Southern California

Matt, Norbert, Ed.D., University of North Colorado

O’Shea Daniel, JD, Fordham University School of Law

Rose, Alexander, Ph.D., University of Cambridge

Smith, Stacey, MLIS, JD, Joint Military Intelligence College

Van Dussen, Fred, Ed.D., Nova Southeastern University

Wonder, Terri, Ph.D., University of South Florida

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## GENERAL INFORMATION

### Office Hours

The Henley-Putnam University (“University”) offices are closed on all Federal Holidays, including Christmas Eve and the day after Thanksgiving. Henley-Putnam University is open from 7:00 AM to 6:00 PM PST Monday through Friday.

### School Location

Henley-Putnam University

25 Metro Drive, Suite 500

San Jose, California, USA 95110

Phone: 408-453-9900

Fax: 408-453-9700

Website: [www.henley-putnam.edu](http://www.henley-putnam.edu)

## PROGRAM ADMISSIONS REQUIREMENTS

Applicants to this program must have completed a minimum of 63 units of a Master's degree from Henley-Putnam or another appropriately accredited University. Students who have a Master's degree or 63 graduate level quarter units (or 42 semester units) in Strategic Security or a related field from another University will be considered based on a complete review of their transcripts. Additional course work may be required. Additionally, students must be able to document five years experience in the field of Strategic Security.

### **The Enrollment Committee evaluates an applicant for the Doctorate Program on multiple criteria upon the receipt of the following:**

- ▶ Completed application
- ▶ Background check and/or Letter of Good Standing for new students (active military or law enforcement only)
- ▶ Documentation of 5 years experience in the field of Strategic Security
- ▶ Official Transcript proof of completion of Master's degree or sufficient units as described above

In addition, prospective students must pass a qualifying exam in order to enroll in the doctorate program. For students currently enrolled in one of the Henley-Putnam Master's degree programs, this will take place towards the end of the student's program, before they begin work on their Master's project. If the student does not pass the qualifying exam, they will complete their Master's project and receive their Master's degree. If they pass, they will have the option to enter the doctorate program without completing a Master's project. For new students this exam will be taken prior to enrollment in their first class.

## LANGUAGE SKILLS

Graduates must demonstrate competence in at least one "defense language." The languages currently recognized as such are Arabic, Chinese (Mandarin), Farsi, French, Indonesian, Pashto, Russian, Spanish, Urdu, and Turkish. Students may petition to use a language not on this list, provided the student can show a need for it in their dissertation or project work. These exceptions must be ratified by the Dean of the Doctorate Program.

Students must show proof of acceptable competency by taking the Defense Language Proficiency Test (DLPT) or the civilian equivalent, the American Council on the Teaching of Foreign Languages (ACTFL) test. This system represents some of the best and most current thinking in language testing. It is structured not only to measure a student's ability to use a language, but is also scaled to account for relative levels of difficulty between languages. In addition, it also tests cultural knowledge associated with that language. Students will be tested for speaking skills. A score of 2 on the Speaking Examination (on a scale of 0 to 5) is the minimum score needed to satisfy the language requirement. The tests are administered at the student's expense, and can be arranged by contacting the Office of the Dean of the Doctorate Program.

If a student has already taken and passed the test for a defense language at or above the accepted minimum, they may waive the examination if they submit proof of passing the test to the Dean of the Doctorate Program. If the student passed with a score below 3, only scores less than two years old will be accepted.

## **EXAMS**

Students who are accepted into the doctorate program must take two formal evaluations by a doctorate committee. The first is a written exam which will be taken at the completion of their coursework and graduation requirements, but prior to beginning work on their dissertation or project. The second will be an oral defense of the dissertation or project. This may be completed over the telephone.

## **INTERNATIONAL STUDENTS**

Foreign transcripts, not in English, must be submitted together with certified English translations. Contact the Dean of Student Services for instructions on submittal of foreign transcripts.

Student applicants whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must receive a minimum score of 650 on the paper-based Test of English as a Foreign Language (TOEFL). Further, all international students must be sponsored by or submit references from their local governments.

### **The University will waive the TOEFL requirement for students who meet any of the following criteria:**

- ▶ The medium of instruction at school or at the undergraduate level was English.
- ▶ The GPA in all English courses is 3.0 or better at the Undergraduate level.
- ▶ The score in the English on standardized tests such as GRE, GMAT is in the 50th percentile.

## **BACKGROUND CHECK**

Due to the unique nature of the course contents, Henley-Putnam University requires applicants to go through a background check and/or screening process prior to acceptance. The University will accept letters of good standing from departments/agencies and/or evidence of a current security clearance.

## **TRANSFER CREDIT**

No transfer credit will be accepted at the doctorate level.

## **TRANSFERABILITY OF CREDITS**

Program work taken at the University is an emerging technology and not automatically transferable to another institution. No representation is made whatsoever concerning the transferability of the University's credits to any other institution. Acceptance of credits is controlled by the receiving institution. Transfer credit is not accepted into the Doctorate Program.

## TUITION, FEES AND REFUND POLICY

### Tuition and Fees (U.S. Dollars)

Henley-Putnam University publishes the following tuition and fee schedule. All tuition and fees are subject to change without notice. All fees and tuition are to be paid in accordance with an approved University payment plan.

### Doctorate of Strategic Security

Quarter Units	90
Price Per Unit	\$375.00
Program Charges Total Program Tuition	\$33,750.00
Books & Equipment*	\$1,300.00
<b>TOTAL PROGRAM CHARGES</b>	<b>\$35,050.00</b>

The total estimated cost for the Doctorate Degree program is \$35,500.00 as postage, delivery and other miscellaneous equipment charges may be incurred by the student (see Additional Program Costs and Equipment and Services section below for examples). These costs are based on students taking two courses at a time. Students may choose to take only one course for up to three quarters. However, after that they will be charged a \$1,000 surcharge per course for dropping down to one course.

### Miscellaneous Fees (All Programs)

Transcript Evaluation - Foreign	\$150.00
Graduation Fee	\$200.00
Returned Check Fee	\$25.00
Additional Diploma/Transcripts	\$15.00
Student ID Replacement Fee	\$5.00
Doctorate Thesis Publication Fee	\$200.00
One Course Surcharge	\$1,000.00

\*The cost of textbooks is estimated based on the purchase of required textbooks only. Most courses also have recommended texts, which would change the overall estimated cost for books. Because textbooks for University classes are sold by a third party vendor, students seeking to return textbooks for a refund should consult the return policy provided by the online bookstore. Selected texts and other course required materials may vary from time to time. The tuition charge does not cover the cost of the books required for each course; the amounts have been estimated above. No textbooks are loaned to students. Shipping charges paid to the third party online bookstore vendor may vary and are non-refundable.

### **ADDITIONAL PROGRAM COSTS**

The University's educational delivery system is online. Each student will be required to have access to a computer, printer and an internet access either dial-up or broadband, independent of any equipment provided by the University. Each student must have access to an email account. Each student must have access to Microsoft Word. Therefore, the student will have an additional cost over and above those shown above.

Students are advised that they may occasionally need to pay subscription fees to a third party for access to certain web sites or databases. Students may also be obligated to pay state and or local sales taxes based on applicable state regulations.

### **LAPTOP COMPUTER**

We know that your "office" is often mobile – you could be anywhere. You need access to your virtual classroom no matter where you are. That's why we include a laptop as part of your tuition. The University will provide you with a laptop computer and protective case after you have started your fifth course. All tuition payments due to date must be made before receiving the laptop computer. The laptop computer will be pre-loaded by the manufacturer with Microsoft Windows compatible software, Adobe Reader, anti-virus software and be equipped with a modem and WI-FI capability with sufficient internal RAM and hard drive storage to meet the University's current course requirements. The laptop computer will come with a three-year warranty covering both accidental damage and manufacturer's defects. All support and warranty claims will be handled by the student directly with the manufacturer and not involve the University. The University makes no representations or warranties as to the performance and capabilities of the hardware or software. The University's obligation will be limited to supplying each qualifying student one and only one laptop computer and carrying bag as stated above. If the laptop or bag is lost or damaged in a way not covered by manufacturer's warranty, it will not be replaced by the University. Terms and equipment specifications are subject to change at any time.

### **EQUIPMENT AND SERVICES INCLUDED IN THE TOTAL PROGRAM COSTS**

All equipment included in the Total Program Cost is specified at the time of the student's first start date and the University reserves the right to substitute comparable equipment and/or to change the terms and equipment without notice. Only one laptop, bag, and related software may be provided per student per program. The equipment specifications may change after the student's start date or may become outdated for other reasons. Any equipment, computers, software or supplies will only be sent once, within the second term and no additional, replacement or updated equipment, computers, software or supplies will be sent to a student. Any warranty initially provided will not be extended for any reason. Library services will not be provided for more than three consecutive years.

## REFUNDS OF TUITION AND RIGHT TO WITHDRAWAL

Students wishing to withdraw from a course and request a refund may do so in any manner. Contact Student Services to request a withdrawal and receive the appropriate forms. Student Services may be reached at (408) 453-9900 ext. 9932. Eligible refund requests will be paid within 30 days of the date the refund request was made.

Students who withdraw within seven (7) days of the start date of the course will receive a full refund of course fees (including applicable taxes) paid to University. Students requesting withdrawal during subsequent weeks from their start date are entitled to the amounts listed in the chart below for a 10-week course. Refundable Tuition Due to Student based on the start date of class:

- ▶ 100% for anytime between 1 day and 7 days after start date
- ▶ 80% for anytime between 8 days and 14 days after start date
- ▶ 60% for anytime between 15 days and 21 days after start date
- ▶ 40% for anytime between 22 days and 28 days after start date
- ▶ 20% for anytime between 29 days and 35 days after start date

No refunds will be made after the fifth week (or more than 35 days) after the start of the course.

If the University has collected money from a student for transmittal on the student's behalf to a third party for a bond, library usage, or fees for a license, application, or examination and the University has not paid the money to the third party at the time of the student's request for refund, the University shall refund the money to the student within 30 days of receipt of the student's refund request.

## TEXTBOOK PURCHASES AND REFUNDS

Textbooks are available to purchase through our online bookstore. Because textbooks for University classes are sold by a third-party vendor, students seeking to return textbooks for a refund should consult the return policy provided by the online bookstore. For a complete list of books, prices and a complete description of the refund policy, please refer to: <http://bookstore.mbsdirect.net/henley-putnam.htm>.

*Please Note: The University has specified the time limit within which a student is required to complete the requirements of a course/program. Henley-Putnam University reserves the right to deny requests from students for an extension of time beyond the initial 10 weeks to complete the course(s). Extensions that may be granted by the University for course completion do not change payment obligations agreed to by student.*

## DOCTORATE DEGREE PROGRAM

### Graduation Requirements – Doctorate Degree

- ▶ A minimum of 90 quarter units in Doctorate level University courses.
- ▶ Completion of all work products and assignments, including a written dissertation and oral defense.
- ▶ Demonstration of competence in at least one “defense language.”
- ▶ Successful completion of formal evaluations by a doctorate committee.
- ▶ A minimum cumulative GPA of 3.0/4.0 scale completed from the University.
- ▶ Payment of all financial obligations to the school.

### Doctorate Degree Maximum Time Frame

The maximum time frame for the Doctorate Degree cannot exceed 10 years and cannot be completed in less than two years. Students taking two courses at a time may complete the program in approximately 3 ¼ years.

### Maximum Full Time Student Load

Students enrolled in the Doctorate Degree program may not take more than 9 units per ten-week period without prior approval of the Dean of Student Services. Students taking one course at a time are considered full time.

### Degree Awarded

At the completion of all of the degree requirements as evidenced by the Dean of Student Services issuing a request for degree, and by Student Accounting issuing a release stating that the student has met any financial obligations to the University, a Doctorate of Strategic Security Degree will be awarded to the student.

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## DOCTORATE, STRATEGIC SECURITY

### Program Objectives:

The Doctorate in Strategic Security is for board room level leaders and managers (or their government or military equivalent) who oversee personnel who comprise the strategic security industry. Graduates will be able to coordinate effectively a wide range of strategic security resources and personnel, across multiple agencies if necessary, to produce timely, objective, and accurate intelligence and other security-related products. They will communicate their information to top-level policy and decision makers clearly and coherently. Graduates will also be adept at managing assets and adjusting strategies in dynamic security environments.

**PROGRAM OBJECTIVES: Graduates of this program will be able to:**

- ▶ Demonstrate acquisition and mastery of the skills necessary to be considered subject matter experts on such topics as terrorist threats (domestic and foreign) and the protection of property and persons through prevention and preparedness programs, including chemical/ biological/radiological/nuclear (CBRN) threat scenarios.
- ▶ Establish through analytic and evaluation skills learned in these courses that they are able to lead others in the performance of analytic tasks and functions in the gathering of intelligence and the determination of best steps for preventing and forestalling emerging threats.
- ▶ Express through demonstrated exploratory inquires and research an advanced ability to work with and conduct inter- and intra-agency networking and liaisons with IC, LE, and other entities on analytic issues and efforts at both the tactical “get-the-job-done” level as well as the theoretical and strategic “planning” level.
- ▶ Show via presentations, forums and discussions with program faculty, advisors and peers the ability to author reports and briefs on complex topics tailored to the needs of clients at all levels.
- ▶ Set analytic standards and collection strategies, and review the work of other analysts for competency and adequacy.
- ▶ Demonstrate skills needed to distinguish appropriate policy and procedural options.
- ▶ Determine via research and demonstrated methodical cognitive ability sufficient skills to identify attempts to politicize data and analysis thus ensuring that objective findings and recommendations are delivered to clients regarding key issues.

<b>COURSE #:</b>	<b>COURSE NAME:</b>
<b>SEC 700</b>	ADVANCED STRATEGIC SECURITY ANALYSIS AND CRITIQUE
<b>SEC 760</b>	APPLIED RESEARCH METHODOLOGY
<b>SEC 740</b>	STRATEGIC SECURITY INFORMATION LITERACY
<b>COM 780</b>	ADVANCED BUSINESS COMMUNICATIONS
<b>SEC 750</b>	THE STRATEGIC SECURITY COMMUNITY
<b>HIST 750</b>	TOPICS IN THE HISTORY OF STRATEGIC SECURITY
<b>LAW 850</b>	CASE STUDIES IN INTELLIGENCE REGULATION AND REFORM
<b>MGT 800</b>	ADVANCED LEADERSHIP AND MANAGEMENT
<b>COM 750</b>	BRIEFINGS, DE-BRIEFINGS & PRESENTATIONS
<b>PRO 700</b>	PROTECTION AND OPERATIONS MANAGEMENT
<b>PRO 800</b>	PROTECTION PRACTICUM
<b>CT 700</b>	ADVANCED COUNTERTERRORISM RESEARCH METHODS
<b>CT 800</b>	ADVANCED RESEARCH IN TERRORISM/COUNTERTERRORISM
<b>INT 700</b>	INTELLIGENCE OPERATIONS AND MANAGEMENT
<b>INT 800</b>	INTELLIGENCE PRACTICUM
<b>FRP 800</b>	DIRECTED DISSERTATION RESEARCH (22.5 QUARTER UNITS)

**Total Quarter Units for the DSS Degree      90 quarter units**

*(Average estimated completion rate is 3 1/4 years)*

## COURSE DESCRIPTIONS

### **SEC 700 Advanced Strategic Security Analysis and Critique (4.5 quarter units)**

This course is designed to introduce various advanced analytical social science methods and theories applicable to the human intelligence field. It challenges the student to critique analyses by well-known scholars. A number of classic studies will be examined in detail with intent to assist the student in understanding the strengths and weaknesses of analytical methods used.

### **SEC 740 Strategic Security Information Literacy (4.5 quarter units)**

This course provides instruction in the acquisition of accurate, relevant, and timely information. This course will equip the student to find, categorize, evaluate, and synthesize the kinds of information germane to strategic security, and to test information sources' reliability, credibility, and validity. Upon completion of the course, students will be able to use and manage standard OSINT resources, and implement sound strategies for dealing with information needs created by dynamic and rapidly evolving security situations.

### **SEC 750 The Strategic Security Community (4.5 quarter units)**

This course studies the interactions of the principal intelligence, counterterrorism, and protection agencies of the United States. This includes their organizational structures and select operational successes and failures. Students will review the structure and working philosophies of the major intelligence, counterterrorism, and protection agencies in the United States. The students will evaluate case studies of interaction between these organizations in order to identify the inherent strengths and weaknesses of their interactions.

### **SEC 760 Applied Research Methodology (4.5 quarter units)**

This course is an introduction to applied research methods for conducting doctorate-level inquiry, with emphasis on methods for studying mass movements and social networks. It covers general qualitative and quantitative frameworks for research design, data collection, analysis, quality control, verification, and data presentation. The course focuses on classic research traditions such as biography, phenomenology, grounded theory, ethnography, and case study. In addition, it provides methodological frameworks for survey research, mathematical modeling, and social networks analysis.

### **COM 750 Briefings, De-briefings & Presentations (4.5 quarter units)**

High-level strategic security requires particularly refined communications skills. This course covers advanced techniques of communication, with emphasis on skills germane to the strategic security environment. A major premise of this course is that effective written, visual, and oral communication requires an ability to read and evaluate written, visual, and oral communication. Students will study and apply principles of effective communication as used in preparing and conducting effective briefings. They will acquire and apply expertise in the technical and visual aspects of effective presentations. Students will also learn how to handle briefings and presentations for politically, intellectually, and culturally diverse audiences; how to work with an interpreter; and how to handle biased, indifferent, or hostile listeners. Finally, the course will outline effective methods for managing conflicting opinions and resolving differences while maintaining an open intellectual atmosphere.

### **COM 780 Advanced Business Communications (4.5 quarter units)**

This course is an exploration of advanced concepts in general communication theory that are particularly applicable to strategic security. The course will examine the use of language and how to identify and evaluate semantic, logical, conscious and unconscious verbal and nonverbal communication channels, and what can be learned thereby about the subject's view of reality. These concepts will give students the ability to "read" individuals with a considerable accuracy, and enhance their ability to persuade and negotiate with others. The course will give the student an opportunity to evaluate their own personal communication style in light of their newly acquired skills, and make the adjustments needed to become more effective communicators.

### **HIST 750 Topics in the History of Strategic Security (4.5 quarter units)**

This course will use historical examples to explore recurring issues, problems, and approaches in the component subdisciplines of strategic security, namely personal protection, intelligence management, and counterterrorism. Students will use case studies from ancient, medieval, enlightenment, and modern history to distinguish sound operating and administrative principles both for the individual subdisciplines of strategic security and the field at large.

### **LAW 850 Case Studies in Intelligence Regulation and Reform (4.5 quarter units)**

By means of case studies, this course applies legal and ethical principles of accountability and integrity to the operational and political realities of intelligence collection and production, and assesses contemporary proposals for intelligence reform. Through individual research projects, students will derive principles and criteria for evaluating and implementing intelligence reform policies, and apply them to the dynamic environment of security threats and challenges.

### **MGT 800 Advanced Leadership and Management (4.5 quarter units)**

This course is designed to give students an advanced understanding of personnel management concepts, research and theories as applied in a strategic security environment. Students completing this course will be able to identify central issues/problems and present well-supported recommendations in support of organizational objectives. Students will develop strategies to keep teams highly motivated, and enhance leadership skills through interpersonal communication and time management.

### **PRO 700 Protection and Operations Management (4.5 quarter units)**

This course covers the planning and conduct of protection operations at the senior management level. Students will explore the preparation, planning, personnel selection, and conduct of both short- and long-term protection operations, both domestic and overseas. They will learn methods for coordinating with local law enforcement, corporate security, and local business entities in the planning and conduct of protection operations. This course will distinguish intelligence gathering and threat assessment methods used in protection from those seen in other intelligence and counterterrorism applications. Students will learn how to integrate protection assets into multi-faceted strategic security operations with maximum efficiency.

**PRO 800 Protection Practicum (4.5 quarter units)**

This course examines current critical issues in the field of Personal Protection. It develops advanced analytical and writing skills and provides a basis for dissertation research and writing. It requires the student to research information from other disciplines and integrate it into current research and applied decision making on Personal Protection.

**CT 700 Advanced Counterterrorism Research Methods (4.5 quarter units)**

This course provides a survey of the literature on terrorism and counterterrorism and develops the students' ability to judge the value of written materials from books and journal articles to official documents. It develops analytical and evaluation skills at different levels of abstraction and challenges the student to develop an expansive annotated bibliography on the topic.

**CT 800 Advanced Research in Terrorism/Counterterrorism (4.5 quarter units)**

This course examines current critical issues in the field of Terrorism and Counterterrorism. It develops advanced analytical and writing skills and provides a basis for dissertation research and writing. It requires the student to research information from other disciplines and integrate it into current research and applied decision making on Terrorism and Counterterrorism.

**INT 700 Intelligence Operations and Management (4.5 quarter units)**

This course prepares the student to manage and coordinate large-scale intelligence collection and analysis operations involving a variety of intelligence types. The student will prepare a model collection plan and analysis procedure, and specify the design to communicate the findings of the operation for three different kinds of client. The student will demonstrate the ability to exploit conflicting views among team members to disclose unstated assumptions on each side in order to arrive at consensus. Finally, the student will develop short- and long-term strategies to counter attempts by outside parties to politicize the intelligence collection and analysis process.

**INT 800 Intelligence Practicum (4.5 quarter units)**

This course focuses on that segment of the intelligence community that performs intelligence analysis and produces finished intelligence. Students will learn about the sources of intelligence and how they are used in the analysis process and analytic tradecraft, as well as some associated pitfalls. The student will also learn about the types of analytic products, how they are prepared, and how they are used to inform decision makers, operational units, and policy makers. Finally, the course will investigate some current issues of national intelligence concern, such as intelligence reform, information sharing, relationships with law enforcement, a theory of intelligence, and the increase in single-source analysis.

**FRP 800 Directed Dissertation Research (22.5 quarter units)**

Students take this course while preparing and writing a doctorate dissertation. The student will assemble a committee, select a topic, prepare a research plan, draft and revise their dissertation, and prepare for the oral defense of the dissertation.