

NSIA 850

Intelligence Analysis Case Studies

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Instructor

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Office hours: By appointment.

Catalog Description & Prerequisites

NSIA 850 – Intelligence Analysis Case Studies

Summer 2025 Term 5 (05/27/2025 – 07/18/2025)

College of Professional Studies: National Security Intelligence Analysis

Credits: 3 – [See the UNH Credit Hour Policy](#)

Case study research involves taking a deep dive into a particular event, taking into account all the elements that played a part in its occurrence in order to interpret and learn from the experience. In this course we will examine the role of the U.S. Intelligence Community in the emergence, sustainment, and eventual victory of the Solidarity Movement in Poland in the 1980's using a mix of archival and edited works. We will then apply those generalized concepts and lessons to develop an intelligence concept of operations addressing a current national security concern.

Prerequisites:

None.

Learning Objectives

Students that successfully complete this course will be able to:

- Distinguish among the core elements of the intelligence enterprise (collection, analysis, operations) as they relate to national security.

- Assess the applicability of intelligence assets in support of national security objectives.
- Understand the role of intelligence as a component of whole of government efforts in support of national security objectives.
- Evaluate the conduct of intelligence activities.
- Design a plan for intelligence in support of national security policies.

Required Materials

The following book is required for this class.

Jones, S. G. (2018). A covert action: Reagan, the CIA, and the Cold War struggle in Poland. W.W. Norton & Company.

The following additional materials are also required for this class. This list is not all inclusive and additional readings are likely. All the following material is available through the UNH library or will be provided in class:

Johnson, L. K. (2022). The third option: Covert action and American foreign policy. Oxford University Press, Incorporated.

Paczkowski, A. (2015). Revolution and counterrevolution in Poland, 1980-1989: Solidarity, martial law, and the end of communism in Europe. (C. Manetti, Trans,) University of Rochester Press. (Original work published 2006).

Paczkowski, A., & Byrne, M. (Eds.). (2007). From Solidarity to martial law: The Polish crisis of 1980-1981. Central European University Press.

Worley, D. R. (2015). Orchestrating the instruments of power: A critical examination of the U.S. national security system. Potomac Books.

Course Outline

Class materials may be revised or supplemented by the instructor with advance notice.

Module 1	Topic
Week 1	Course introduction and <i>Solidarność</i>
Module 2	Policy and strategy
Module 3	Operations

Module 4	Oversight
Module 5	Evaluation
Module 6	Perspective of the opposition
Module 7	Luck and other intangibles
Module 8	Lessons for today

Assessment

The following chart details how you will be graded for this class.

Assignment	Description	Total Points
Participation	Weekly class discussions (8 X 4 =32 points) Student – Instructor dialogue (8 X 1 = 8 points) Class introduction (1 point)	41
Case Study Review	Students will write a review of the QRHELPFUL program identifying lessons learned for the US IC	25
Concept of Operations	Students will prepare a Concept of Operations for intelligence support of current US national security policy objectives incorporating lessons learned from US support to Solidarity	34
Total		100

Final Grade Scale

Letter Grade	Range
A	100% - 94%

A-	<94% - 90%
B+	<90% - 87%
B	<87% - 84%
B-	<84% - 80%
C+	<80% - 77%
C	<77% - 74%
C-	<74% - 70%
D+	<70% - 67%
D	<67% - 64%
D-	<64% - 60%
F	<60%

Participation Assignments

The participation assignments are weekly discussion board inputs and student-instructor dialogue questions. For each of these assignments, you must complete the tasks asked of you to receive the full grades. For written materials, you must ensure that you have submitted relevant material. Grading rubrics are provided for each week's discussion question.

Citations in Coursework

You should reference all resources that you use in your writing and discussions. Please use the American Psychological Association (APA) seventh edition citation style in this course.

See the following web sites for assistance with APA style and format:

<https://www.library.unh.edu/research-support/citation-styles>

<https://apastyle.apa.org/>

https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/index.html

Late Assignments

Your assignments are due on or before the deadlines listed in the class materials. You are free to request an extension from me via email *before the due date*. I will determine if the situation warrants an extension based on your email and may request more details or documentation

(example: a doctor's note). If you do not meet the deadline for any assignment you have 6 days to submit it except quizzes. I will subtract 15% of the total grade per day it is late as follows:

Days Late	Points subtracted
1	15%
2	30%
3	45%
4	60%
5	75%
6	90%
7 or more	Will not be graded

Missing assignments are automatically graded as zero.

EXTRA CREDIT is not generally offered for this class.

Attendance, Class Format, and Instructor Contact

Attendance and Class Format

Students will use UNH MyCourses to access class lectures and assignments. There are no scheduled class times, however we follow a Monday to Sunday schedule. You are expected to spend at least 16 hours per week on this class.

Office Hours

Office hours are by appointment. Please request office hours via email or phone call.

Email

Email is the primary communication method that you will use for contacting me regarding your work in this class. Please indicate in the subject line that this is a course-related question you are writing about.

Example email subject line: NSIA 850: *Question Topic*

Under normal circumstances, I will respond within 24 hours, Monday-Friday. If for some reason, you do not receive a response from me within 24 hours, please resend your email and indicate this is a second attempt.

Telephone

Telephone contact should be used as a secondary method of contacting me. You may request a telephone call or Zoom meeting via email using the format provided above. Please note I am operating in the Eastern time zone.

Weekly Zoom / Teams meeting

There will be an **optional** weekly Zoom or MSTEams meeting hosted by the instructor where the students can ask questions about the course material, assignments, etc. The material covered will be completely determined by student participants, there will be no specific format or agenda. Date, time, and link to the meeting will be posted weekly in the class announcements.

University and Classroom Policies

Academic Integrity

Students who commit academic misconduct risk automatic course grades of F and my recommendation that they are expelled from the university. Please ensure that you have read and complied with the University's policies on academic integrity:

<https://catalog.unh.edu/srrr/student-policies-regulations/academic-integrity/>

Please ensure you have completed the UNH Tutorial on Plagiarism:

<https://cola.unh.edu/academics/plagiarism-tutorial>

Artificial Intelligence (AI)

As effective communication, especially writing, is a critical skill for intelligence analysts I strongly discourage the use of AI language generators like ChatGPT, Gemini, Copilot, etc. in any of your written assignments or class discussions. To be successful as an analyst and communicator you need to find and refine your own voice; and that is something that these models won't allow you to do. AI tools span a wide universe however, and some may be useful in the research and brainstorming phases of your assignments. It is crucial that any product that is the result of AI language or image generators be cited accordingly. ***Any text, images, or ideas that are not your own work, including AI, must be cited to avoid plagiarism,*** and accompanying academic misconduct.

See this post from the APA Style blog on how to think about and correctly cite AI produced material:

<https://apastyle.apa.org/blog/how-to-cite-chatgpt>

Disability Statement

According to the Americans with Disabilities Act (as amended, 2008), each student with a disability has the right to request services from UNH to accommodate his/her disability. If you

are a student with a documented disability or believe you may have a disability that requires accommodations, please contact Student Accessibility Services (SAS) at 201 Smith Hall. Accommodation letters are created by SAS with the student. Please follow-up with your instructor as soon as possible to ensure the timely implementation of the identified accommodations in the letter. Faculty have an obligation to respond once they receive official notice of accommodations from SAS, but are under no obligation to provide retroactive accommodations.

For more information refer to www.unh.edu/studentaccessibility or contact SAS at 603.862.2607, 711 (Relay NH) or sas.office@unh.edu

Emotional or Mental Health Distress

Your academic success in this course is very important to me. If, during the semester, you find emotional or mental health issues are affecting that success, please contact:

Manchester: The Mental Health Center of Greater Manchester in the Academic Advising department (located in the Student Services suites, 4th floor). Fall semester walk-in hours: Tuesdays from 8:30 AM - 5:00 PM and Thursday mornings from 9:00 AM – 1 PM. You may call ahead to be placed on the schedule by calling Academic Advising at (603) 641 - 4170.

Durham: Psychological and Counseling Services (PACS) (3rd floor, Smith Hall; 603 862-2090/TTY: 7-1-1) which provides counseling appointments and other mental health services.

Statement to address the needs of students of all faiths

In the event that a student needs accommodation for a religious or cultural holiday/observance, that student is encouraged to make that request as early in the semester as possible.

Classroom-Behavior Expectations

You are expected to spend at least 16 hours per week on this class.

To ensure a climate of learning for all, disruptive or inappropriate behavior may result in exclusion (removal) from this class. If class meetings are held please note that cell phone/PDA, etc. use, including text messaging, are not permitted by Faculty Senate rule unless instructor permission is granted beforehand.

Please use professional language in all communicators related to this class.

Netiquette Guidelines (from UNH Academic Technologies)

Netiquette guidelines provide a socially and professionally acceptable way to communicate on the Internet. All UNH community members are expected to abide by these guidelines of “netiquette” when using online communication tools with your classmates and instructor. Guidelines can be found at USNH:

<https://td.unh.edu/TDClient/60/Portal/KB/ArticleDet?ID=2406>

Academic Alert System

The University is invested in your academic success. If a faculty member is concerned about your academic behavior or performance, they may choose to submit an academic alert. Academic alerts are not punitive. The goal is to provide you with support and resources to support your success. They act as an important check-in point and, if you receive an academic alert, a professional advisor will email your UNH email address with the next steps. It is strongly recommended that you meet with a professional advisor and connect with your instructor to discuss the reason for the alert.

Confidentiality and Mandatory Reporting

The University of New Hampshire at Manchester and its community are committed to assuring a safe and productive educational environment for all students and for the university as a whole. To this end, the university requires UNH faculty and staff members, hall directors, resident assistants (RAs), and other students employed in leadership, supervisory, and/or mentoring roles [such as Peer Assistant Leaders (PALs), Mentor Ambassadors for Transfer Engagement (MATEs) and the Center for Academic Enrichment (CAE) mentors and tutors] to report to the university's Title IX Coordinator (Donna Marie Sorrentino, dms@unh.edu, 603-862-2930/1527 TTY) any incidents of sexual violence, domestic violence, stalking and harassment shared by students regardless of whether it occurs on or off campus. If you wish to speak to a confidential support service provider who does not have this reporting responsibility because their discussions with clients are subject to legal privilege, see the options available at the first link below. Please contact the crisis center that services the town you live in. For more information about what happens when you report, how the university considers your requests for confidentiality once a report is made to the Title IX Coordinator, your rights and report options at UNH (including anonymous report options) use the second link below:

<https://www.unh.edu/diversity-inclusion/sexual-misconduct/reporting-options>

<https://www.unh.edu/diversity-inclusion/sexual-misconduct>