Syllabus
INR 4364, Section 0W59
The Intelligence Community
Fall 2018

Professor
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Office Hours: Tuesdays and Thursday 10:30 to noon; Tuesdays 1:30 to 2:30

GTA
(Contact through Webcourses)

UCF Catalog Description: The intelligence community structure in its relationship to foreign policy decision making, consideration of control and reliability questions, and issues of cooperation and coordination.

Prerequisite: ENC 1102 or POS 2041.

Course Overview: This course is intended to give you an overview of the intelligence community ("IC"), particularly in the United States. We will cover such things as the history and makeup of the IC, different methods and tasks associated with the IC, normative questions, and development of skills relevant to the IC. We will also stay closely focused on current events in international relations, giving us an opportunity to apply course concepts to real-world developments.

We will use a very good textbook pertaining to these topics: *Introduction to Intelligence Studies* by Carl J. Jensen III, David H. McElreath, and Melissa Graves (second edition). My teaching style in this class is ***not*** to repeat material you have already covered in the assigned readings, but rather to enhance some of the key components, facilitate your own class discussions on the materials, and foster your skill development. Toward that end, staying current with the assigned text book readings is essential to success in this class.

You will also read another book for this class: *The Ugly American*, by William J. Lederer and Eugene Burdick. This is a work fiction written many years ago as the U.S. was becoming more involved in South East Asia. Though it is fiction, it is based on many real-world events by U.S. personnel in that region – and much of it is not easy to look at. In the end, it is a book about analysis, social awareness, cultural sensitivity, and critical thinking – all of which are extremely important in the IC.

In order to stay current on international events, you are required to read international news stories available for free by way of yahoo.com, which I'll show you in the course early in the semester. Pay particular attention to international and global happenings, such as events in Iran, North

Korea, Afghanistan, Russia, the European Union, Africa, global trade and economic issues, and others as they emerge. Note that you must stay current with these stories. Not only will many modules have an assignment pertaining to current events, but the two exams will have a number of current events questions on them. You can get supplemental international news from sources such as the following (but remember that the yahoo.com stories are required):

1. Listen to National Public Radio (NPR) news programs (particularly *All Things Considered* in the late afternoon and *Morning Edition* in the morning). NPR can be found on the FM dial at 90.7 and is an excellent source of interesting and in-depth international news.
2. Read the international news stories in major magazines such as *Time*, the *Economist*, or *Newsweek.*
3. Watch national news on television and pay particular attention to the international news stories.

Course Objectives and Learning Outcomes:

* Learn about the history and makeup of the U.S. IC
* Understand some of the different methods and tasks associated with the IC
* Develop and enhance skills in terms of reading, writing, analysis, teamwork, and critical thinking

Required readings:

1. *Introduction to Intelligence Studies* by Carl J. Jensen III, David H. McElreath, and Melissa Graves (second edition). Routledge, NY, 2018.

2. *The Ugly American*, by William J. Lederer and Eugene Burdick. W.W. Norton & Company: New York, 1999.

3. International stories at yahoo.com.

Course Requirements:

Assignment	Date	% of grade
Midterm	12-Oct	25
Brief #1	7-Sep	10
Group Project #1	5-Oct	10
Group Project #2	2-Nov	10
Brief #2	16-Nov	10
Required Discussions	semester	10
Final Exam	3-Dec	25

Class Discussion

Required Discussion Participation

Note above that participation in class discussion is a required component of this course (10% of your overall grade). For each required discussion assignment, you will need to make two entries to the topic: one that is an original post, and one that is a reply to another student's original post. Be sure to follow the specific directions for each of these required discussion topics.

Optional Discussion Participation and Bonus Grade

In addition to the required participation in discussion, each module will have an optional discussion topic focusing on the readings and lecture notes for that module. In these optional discussions, you may comment on the materials, contribute additional information, ask questions about the material, and respond to others' posts. In other words, the lecture discussion topics should resemble open discussions in a regular classroom.

Every time you participate in one of these optional discussions, you will receive bonus points (up to two points per post or reply (see the Discussion Grading Rubric linked on the "Start Here" module for the course), and a maximum of four points total for each module). The points from these optional discussions will go toward a bonus that will be added to your overall grade for the semester, up to 5% addition to your grade. So, for instance, if you earn an 87.5% overall for the semester, but you were very active in the optional lecture discussions and you earn a 4.1% bonus, that gets added to your overall grade, for a new total of 91.6%, and instead of getting a B, you would get an A. And, because this is such a large possible bonus, please note that I do NOT round grades up at all. In other words, if you get an 89.9% overall, but never participate in the optional discussions, then your final grade will be a B.

Missed Assignments/Make-Ups

Exams, assignments, and projects must be completed on time. Exams and quizzes may not be rescheduled or postponed. ***Exceptions will be allowed only under extreme, documented circumstances***. Under such circumstances, you are required to notify me prior to the date or as soon as possible if prior notice is impossible.

Late papers and projects are generally not accepted. If I accept a late paper or project because of extreme, documented circumstances, I will make substantial reductions in the grade for every day it is late, up to a maximum of 75% reduction.

Method for Submitting Assignment

Online posts or submissions as specified in instructions for each assignment

Evaluation and Grading

Final Percent for Course	Grade
90% - 100%	A
80% - 89.99%	B
70% - 79.99%	C
60% - 69.99%	D
Below 60%	F

Academic Honesty

As reflected in the UCF creed, integrity and scholarship are core values that should guide our conduct and decisions as members of the UCF community. Plagiarism and cheating contradict these values, and so are very serious academic offenses. Penalties can include a failing grade in an assignment or in the course, or suspension or expulsion from the university. All work you submit must be your own scholarly and creative effort. UCF's Golden Rule defines plagiarism as follows: **whereby another's work is used or appropriated without any indication of the source, thereby attempting to convey the impression that such work is the student's own.** I may require an electronic version of any paper submitted for this class.

Disability Statement

The University of Central Florida is committed to providing reasonable accommodations for all persons with disabilities. This syllabus can be made available in alternate formats upon request. Students with disabilities who need accommodations in this course must register with Student Disability Services, Ferrell Commons Room 132, phone (407) 823-2371; TTY/TDD-only phone (407) 823-2116.

Third-party Notes

Third parties may be selling class notes and other materials from this class without my authorization. Please be aware that such class materials may contain errors, which could affect your performance or grade. Use these materials at your own risk.

Campus Safety Statement

Though most emergency situations are primarily relevant to courses that meet in person, such incidents can also impact online students, either when they are on or near campus to participate in other courses or activities or when their course work is affected by off-campus emergencies. The following policies apply to courses in online modalities.

- To stay informed about emergency situations, students can sign up to receive UCF text alerts by going to ucf.edu and logging in. Click on "Student Self Service" located on the left side of the screen in the toolbar, scroll down to the blue "Personal Information" heading on the Student Center screen, click on "UCF Alert", fill out the information,

including e-mail address, cell phone number, and cell phone provider, click "Apply" to save the changes, and then click "OK."
- Students with special needs related to emergency situations should speak with their instructors outside of class.

Deployed Active Duty Military Students

Students who are deployed active duty military and/or National Guard personnel and require accommodation should contact their instructors as soon as possible after the semester begins and/or after they receive notification of deployment to make related arrangements.

Copyright

This course may contain copyright protected materials such as audio or video clips, images, text materials, etc. These items are being used with regard to the Fair Use doctrine in order to enhance the learning environment. Please do not copy, duplicate, download or distribute these items. The use of these materials is strictly reserved for this online classroom environment and your use only. All copyright materials are credited to the copyright holder.

Course Calendar

(Note: This class is divided into 12 different modules. Content and assignments for each module will become available as we reach that point in the semester.)

Module 1: August 20-26: Course introduction and overview; global geography, current events.

-Read Chapter 1 in *Intelligence Studies*.

-Read "A Note from the Authors" in *The Ugly American*, p.8.

Module 2: August 27-September 9: Critical IC skills: Writing and Briefing.

-Read Chapter 11 in *Intelligence Studies*.

-Read pages 11-42 in *The Ugly American*.

****Required current events discussion due on September 5****

****Individual "brief" due on September 7****

Module 3 September 11-16: Intelligence "Collection."

-Read Chapter 4 in *Intelligence Studies.*

-Read pages 43-76 in *The Ugly American*.

****Required discussion on *The Ugly American* due September 14****

Module 4: September 17-23: Psychological and structural challenges in the IC.

-Read Chapter 5 in *Intelligence Studies*.

-Read pages 77-86 in *The Ugly American*.

****Required current events discussion due on September 21****

Module 5: September 24-October 7: Analytic methods; And putting it altogether with the intelligence cycle

-Read Chapters 6 and 7 in *Intelligence Studies*.

-Read pages 87-114 in *The Ugly American*.

****Group project due October 5****

Module 6: October 8-12: Midterm week.

Read pages 115-143 in *The Ugly American*.

****Required discussion on *The Ugly American* due October 11****

****Midterm: October 12****

Module 7: October 15-21: The history of the IC.

-Read Chapter 2 in *Intelligence Studies*.

-Read pages 144-173 in The Ugly American.

****Required current events discussion due October 19****

Module 8: October 22-28: The IC today.

-Read Chapter 3 in *Intelligence Studies*.

-Read pages 174-204 in *The Ugly American*.

****Required current events discussion due October 26****

Module 9: October 29-November 4: Additional activities of the IC: Counterintelligence and covert operations.

-Read Chapters 8 and 9 in *Intelligence Studies*.

****Group project due November 2****

Module 10: November 5-11: Legal issues in intelligence.

-Read Chapter 10 in *Intelligence Studies*.

-Read pages 205-231 in *The Ugly American*.

****Required discussion on *The Ugly American* due November 9****

Module 11: November 12-18: Other specialized intelligence: Military and Criminal.

-Read Chapters 12 and 13 in *Intelligence Studies*.

-Read pages 232-263 in *The Ugly American*.

****Required current events discussion due November 15****

****Individual "brief" due on November 16****

Module 12: November 19-December 1: Current challenges, and the future of the IC.

-Read Chapters 14 and 15 in *Intelligence Studies*.

-Read pages 264-285 in *The Ugly American*.

****Required discussion on *The Ugly American* due November 29****

****FINAL EXAM: Monday, December 3****