Syllabus
POS 4407, Section 0W60
The Intelligence Community
Fall 2021

Professor
Mark Schafer
305 D Howard Phillips Hall
407-823-3328
mark.schafer@ucf.edu
Office Hours: Tuesdays 1:00 to 3:00 pm; Fridays 9:00 to 11:00 am (Meetings by Zoom or phone only; please email to schedule)

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 textbook 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 Southeast 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, 2019.

3. International stories at yahoo.com.

Course Requirements:

Assignment	Date	% of grade
Individual Brief	9/10	10
Group Project #1	10/8	10
Midterm	10/15	30
Group Project #2	11/5	10
Required Discussions	semester	10
Final Exam	12/8	30

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 89.99% overall, but never participate in the optional discussions, then your final grade will be a B.

Missed Assignments/Make-Ups

Papers and assignments 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.

Method for Submitting Assignments

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 Integrity

Students should familiarize themselves with UCF's Rules of Conduct at <http://osc.sdes.ucf.edu/process/roc>. According to Section 1, "Academic Misconduct," students are prohibited from engaging in

1. Unauthorized assistance: Using or attempting to use unauthorized materials, information or study aids in any academic exercise unless specifically authorized by the instructor of record. The unauthorized possession of examination or course-related material also constitutes cheating.
2. Communication to another through written, visual, electronic, or oral means: The presentation of material which has not been studied or learned, but rather was obtained through someone else's efforts and used as part of an examination, course assignment, or project.
3. Commercial Use of Academic Material: Selling of course material to another person, student, and/or uploading course material to a third-party vendor without authorization or without the express written permission of the university and the instructor. Course materials include but are not limited to class notes, Instructor's PowerPoints, course syllabi, tests, quizzes, labs, instruction sheets, homework, study guides, handouts, etc.
4. Falsifying or misrepresenting the student's own academic work.
5. Plagiarism: Using or appropriating another's work without any indication of the source, thereby attempting to convey the impression that such work is the student's own.
6. Multiple Submissions: Submitting the same academic work for credit more than once without the express written permission of the instructor.
7. Helping another violate academic behavior standards.
8. Soliciting assistance with academic coursework and/or degree requirements.

Responses to Academic Dishonesty, Plagiarism, or Cheating
Students should also familiarize themselves with the procedures for academic misconduct in UCF's student handbook, *The Golden Rule* <http://goldenrule.sdes.ucf.edu/docs/goldenrule.pdf>. UCF faculty members have

a responsibility for students' education and the value of a UCF degree, and so seek to prevent unethical behavior and respond to academic misconduct when necessary. Penalties for violating rules, policies, and instructions within this course can range from a zero on the exercise to an "F" letter grade in the course. In addition, an Academic Misconduct report could be filed with the Office of Student Conduct, which could lead to disciplinary warning, disciplinary probation, or deferred suspension or separation from the University through suspension, dismissal, or expulsion with the addition of a "Z" designation on one's transcript.

Being found in violation of academic conduct standards could result in a student having to disclose such behavior on a graduate school application, being removed from a leadership position within a student organization, the recipient of scholarships, participation in University activities such as study abroad, internships, etc.

Let's avoid all of this by demonstrating values of honesty, trust, and integrity. No grade is worth compromising your integrity and moving your moral compass. Stay true to doing the right thing: take the zero, not a shortcut.

Disability Statement

The University of Central Florida is committed to providing access and inclusion for all persons with disabilities. Students with disabilities who need access to course content due to course design limitations should contact the professor as soon as possible. Students should also connect with Student Accessibility Services (SAS) <http://sas.sdes.ucf.edu/> (Ferrell Commons 185, sas@ucf.edu, phone 407-823-2371). For students connected with SAS, a Course Accessibility Letter may be created and sent to professors, which informs faculty of potential course access and accommodations that might be necessary and reasonable. Determining reasonable access and accommodations requires consideration of the course design, course learning objectives and the individual academic and course barriers experienced by the student. Further conversation with SAS, faculty and the student may be warranted to ensure an accessible course experience.

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.

Deployed Active Military Duty

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.

Campus Safety Statement for an Online-only Course

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 <https://my.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.

Make-Up Assignments for Authorized University Events or Co-curricular Activities

Students who represent the university in an authorized event or activity (for example, student-athletes) and who are unable to meet a course deadline due to a conflict with that event must provide the instructor with documentation in advance to arrange a make-up. No penalty will be applied. For more information, see the UCF policy at <https://policies.ucf.edu/documents/4-401.pdf>

Religious Observances

Students must notify their instructor in advance if they intend to miss class for a religious observance. For more information, see the UCF policy at https://regulations.ucf.edu/chapter5/documents/5.020ReligiousObservancesFINALJan19.pdf

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 23-29: 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 30 to September 12: 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 8****

****Individual "brief" due on September 10****

Module 3 September 13-19

: Intelligence "Collection."

-Read Chapter 4 in *Intelligence Studies.*

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

****Required discussion on *The Ugly American* due September 17****

Module 4: September 20-26: 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 24****

Module 5: September 27 to October 10: 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 8****

Module 6: October 11-15: Midterm week.

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

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

****Midterm: October 15****

Module 7: October 18-24: 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 22****

Module 8: October 25-31: The IC today.

-Read Chapter 3 in *Intelligence Studies*.

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

****Required current events discussion due October 39****

Module 9: November 1-7: Additional activities of the IC: Counterintelligence and covert operations.

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

****Group project due November 5. Live brief presented on November 6****

Module 10: November 8-14: 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 12****

Module 11: November 15-21: 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 19****

Module 12: November 22 to December 3: 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 December 1****

****FINAL EXAM: Wednesday, December 8****