INR 4360: The Intelligence Process

School of Politics, Security, and International Affairs

College of Sciences

Course Syllabus

Instructor: Jeffrey Payne, Ph.D.

Office Hours: As Requested

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Pre-Requisites: ENC 1102 or POS 2041

Term: Spring 2024

Class: Tuesday

6:00-8:50PM

Location: Main Campus/ CB1 O318

Description: This course will focus on the examination of the intelligence process, the intelligence cycle, and various ways intelligence is collected, analyzed and reported. Included is a detailed examination of each type of collection method and their importance in the overall intelligence product. The issues and practices of counterintelligence will be examined and the role of intelligence within different theaters will be expanded upon.

Objectives: The objective of this course is for students to gain a deeper understanding of the intelligence process, the nuanced nature of intelligence itself, the intelligence cycle and different sources of intelligence. In parallel, counterintelligence will be examined as it applies throughout the intelligence process. Finally, students will be provided with different examples and scenarios of intelligence in action as applied to different threats. Main objectives for students are as follows:

- Understand the intelligence cycle and each of its components in detail
- Examine the role of human intelligence (HUMINT), signals intelligence (SIGINT), open source intelligence (OSINT), geospatial intelligence (GEOINT) and measurement and signature intelligence (MASINT).
- Recognize counterintelligence as it has been used throughout history and into today.
- Understand how technology has affected the intelligence process and how it will continue to do so.

Required Texts and Materials

- Jeffrey T Richelson, The US Intelligence Community. 7th ed., Westview Press, 2016.
- Mark M. Lowenthal, Intelligence, from Secrets to Policy, 9th ed., CQ Press, 2023.

Optional Text

- James Olson, Fair Play: The Moral Dilemmas of Spying. Potomac Books, 2006.

Supplementary (Optional) Texts and Materials: Additional online readings may be provided during the term to support discussion

Basis for Final Grade	
Assessment	Percent of Final Grade
Participation	10% (20 Points)
Discussions	10% (20 Points)
Intelligence Exercise	15% (30 Points)
Quiz #1	15% (30 Points)
Quiz #2	15% (30 Points)
Quiz #3	15% (30 Points)
Final Project	20% (40 Points)
Total:	100% (200 Points)

Grading Scale %
90-100 A
87 - 89 B+
80 - 86 B
77 - 79 C+
70 - 76 C
67 - 69 D+
60 - 66 D
0 - 59 F

Participation: Participation will be notated throughout the semester regarding students involvement in class discussions. Stories and events on security, intelligence etc. are in the news daily and we will frequently begin class by reviewing current events.

Discussions: There will be four online discussions regarding scenarios from the Olson text throughout the semester. I will post two scenarios per post and students will respond to one scenario with their opinion and respond to another students post about the other scenario.

Intelligence Exercise: An in class group project designed to familiarize students with the intelligence process. I will act as a policymaker and students will act as a working group and will respond to different changing factors regarding their topic. Students will work through the security/intelligence related issues of the topic.

Final Project: Students will select a security related topic and write an original 7 to 9 page paper (excluding cover page and references) in APA style format. This project should analyze the historical context of the topic, the role intelligence played initially and how it developed. Finally the paper should provide an overview and critique of the intelligence response to the topic, lessons learned and those lessons should be briefly applied to a potential future security related topic. Students will then conduct a presentation on their project for 5-10 minutes. Topics Due: 2/6

Grade Dissemination: Graded materials in this course will be returned individually only by request. Grades will be posted in Webcourses.

Late Work Policy: There are no make-ups for any graded assessments. Any requirements turned in late will be assessed a penalty: a full letter grade per day late. Writing assignments will not be accepted if overdue by more than three calendar days. That said: 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 http://policies.ucf.edu/documents/4401.2MakeUpAssignmentsorAuthUnivEventsorCocurricularActivities.pdf

Grades of "Incomplete": The current university policy concerning incomplete grades will be followed in this course. Incomplete grades are given only in situations where unexpected emergencies prevent a student from completing the course and the remaining work can be completed the next semester. Your instructor is the final authority on whether you qualify for an incomplete. Incomplete work must be finished by the end of the subsequent semester or the "I" will automatically be recorded as an "F" on your transcript.

Date	Readings	Discussion
1-9-2024	None	First Day, Introduction & Expectations
1-16-2024	Lowenthal #1, 2 – Richelson #1	Definition & Development of US Intelligence, Discussion #1
1-23-2024	Lowenthal #3, 4 – Richelson #2	Intelligence Cycle
1-30-2024	NO CLASS	QUIZ 1
2-6-2024	Intelligence Exercise	
2-13-2024	Lowenthal 126-137, Richelson #8	SIGINT, Final Project Idea Due, Discussion #2
2-20-2024	Lowenthal 137-148, Richelson #11	HUMINT
2-27-2024	Lowenthal 111-126, Richelson #7	GEOINT
3-5-2024	Lowenthal 135-137, Richelson #9	MASINT
3-12-2024	Lowenthal 148-154, Richelson #12	OSINT, Discussion #3
3-19-2024	NO CLASS	QUIZ 2
3-26-2024	NO CLASS	SPRING BREAK
4-2-2024	Lowenthal #7, Richelson #15	Counterintelligence, Discussion #4
4-9-2024	Lowenthal #14, 15 – Richelson #13, 20	Foreign Intelligence Services, Intelligence Reform
4-16-2024	FINAL PROJECT DUE / PRESENTATIONS	
4-23-2024	FINAL PROJECT PRESENTATIONS	
4-30-2024	NO CLASS	QUIZ 3

*The Schedule is Subject to Revision at Instructor Discretion

Attendance Policy: Attendance is mandatory and unauthorized or unexcused absences will result in a reduction of the final grade. Students must notify their instructor in advance if they intend to miss class for any reasons (including religious observance). Students missing 5 or more classes will receive an automatic "F" for the course. For more information, see the UCF policy at <http://regulations.ucf.edu/chapter5/documents/5.020ReligiousObservancesFINALJan19.pdf>.

COVID-19 Policy: To protect members of our community, everyone is encouraged to get fully vaccinated and wear a facial covering inside all common spaces including classrooms, in accordance with CDC guidance (Omicron Variant: What You Need to Know | CDC).

Depending on the course of the pandemic during the semester, the university may make changes to the way classes are offered. If that happens, please look for announcements or messages in Webcourses@UCF or Knights email about changes specific to this course.

COVID-19 and Illness Notification: Students who believe they may have a COVID-19 diagnosis should contact UCF Student Health Services (407-823-2509) so proper contact tracing procedures can take place. Students should not come to campus if they are ill, are experiencing

any symptoms of COVID- 19, have tested positive for COVID, or if anyone living in their residence has tested positive or is sick with COVID-19 symptoms. CDC guidance for COVID-19 symptoms is located here:

(https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html)

Students should contact their instructor(s) as soon as possible if they miss class for any illness reason to discuss reasonable adjustments that might need to be made. When possible, students should contact their instructor(s) before missing class.

In Case of Faculty Illness: If the instructor falls ill during the semester, there may be changes to this course, including having a backup instructor take over the course. Please look for announcements or mail in Webcourses@UCF or Knights email for any alterations to this course.

Disability Access: 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.

Course Accessibility and Disability COVID-19 Supplemental Statement – Accommodations may need to be added or adjusted should this course shift from an on-campus to a remote format. Students with disabilities should speak with their instructor and should contact sas@ucf.edu to discuss specific accommodations for this or other courses.

Campus Safety: Emergencies on campus are rare, but if one should arise during class, everyone needs to work together. Students should be aware of their surroundings and familiar with some basic safety and security concepts.

In case of an emergency, dial 911 for assistance.

Every UCF classroom contains an emergency procedure guide posted on a wall near the door. Students should make a note of the guide's physical location and review the online version at <http://emergency.ucf.edu/emergency_guide.html>. Students should know the evacuation routes from each of their classrooms and have a plan for finding safety in case of an emergency. If there is a medical emergency during class, students may need to access a first-aid kit or AED (Automated External Defibrillator). To learn where those are located, see <http://www.ehs.ucf.edu/AEDlocations-UCF> (click on link from menu on left). 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. To learn about how to manage an active-shooter situation on campus or elsewhere, consider viewing this video (<https://youtu.be/NIKYajEx4pk>).

Professionalism Policy: Per university policy and classroom etiquette; mobile phones, iPods, etc. must be silenced during all classroom and lab lectures. Those not heeding this rule will be asked to leave the classroom/lab immediately so as to not disrupt the learning environment. Please arrive on time for all class meetings. Students who habitually disturb the class by talking, arriving late, etc., and have been warned will be removed from the class and may suffer a reduction in their final class grade.

Deployed Active Duty Military: 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.

Academic Integrity Policy: 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:

- 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. 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.
- 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.
- Falsifying or misrepresenting the student's own academic work.
- 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.
- Multiple Submissions: Submitting the same academic work for credit more than once without the express written permission of the instructor.
- Helping another violate academic behavior standards.

For more information about Academic Integrity, consult the International Center for Academic Integrity <http://academicintegrity.org>.

For more information about plagiarism and misuse of sources, see "Defining and Avoiding

Plagiarism: The WPA Statement on Best Practices" <http://wpacouncil.org/node/9>.

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 when necessary respond to academic misconduct. Penalties can include a failing grade in an assignment or in the course, suspension or expulsion from the university, and/or a "Z Designation" on a student's official transcript indicating academic dishonesty, where the final grade for this course will be preceded by the letter Z. For more information about the Z Designation, see <http://goldenrule.sdes.ucf.edu/zgrade>.

University Writing Center: The University Writing Center (UWC) is a free resource for UCF undergraduates and graduates. At the UWC, a trained writing consultant will work individually with you on anything you're writing (in or out of class), at any point in the writing process from brainstorming to editing. Appointments are recommended, but not required. For more information or to make an appointment, visit the UWC website at http://www.uwc.ucf.edu, stop by MOD 608, or call 407.823.2197.