POS 4407 - The Intelligence Community

Section: 0001

College of Sciences

School of Politics, Security, and Intl Affairs

Course Information

Term: Spring 2025
Class Meeting Days: TR
Class Meeting Time: 03:00PM - 04:20PM
Class Meeting Location: HS1 O126
Modality: P
Credit Hours: 3.00

Instructor Information

Teddy Reynolds
Title: Dr.
Office Location: BYC 106-B
Office Hours:
Thursdays- 9am-noon, or by appt.

Phone: 407-823-5702
Email: Teddy.Reynolds@ucf.edu

Course Description

POS 4407 COS-POL SCI 3(3,0)The Intelligence Community: PR: ENC 1102 or POS 2041 or C.I. The intelligence community structure in its relationship to foreign policy

decision making, consideration of control and reliability questions, and issues of cooperation and coordination.

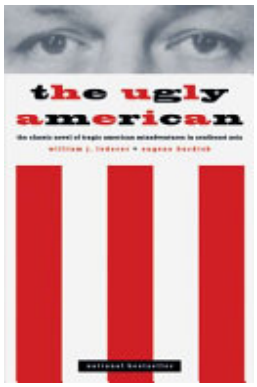
This course will introduce the student to the study of intelligence with a focus on the US intelligence community. The class will primarily address the processes of intelligence including collection, analysis and estimates, counterintelligence and covert operations. The class will also address issues of policy and reform especially since 9/11. A major theme throughout the course will be the challenges associated with reconciling civil liberties and individual freedom with the need for national security and secret intelligence in a democratic society.

Student Learning Outcomes

After successful completion of this course, students will be able to:

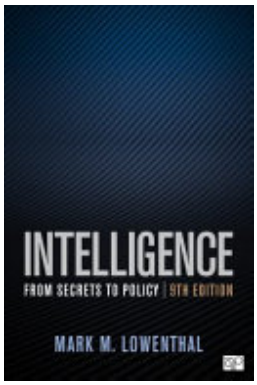
-

Course Materials and Resources



Ugly American
ISBN: 9780393318678
Authors: William J. Lederer, Eugene Burdick
Publisher: W. W. Norton & Company
Publication Date: 1999-01-05

Intelligence
ISBN: 9781071806371
Authors: Mark M. Lowenthal
Publication Date: 2022-01-01



Course Assessment and Grading Procedure

Assessment	Percent of Final Grade
Quizzes	20%
Midterm	20%
Group Presentation	20%
Group Paper	20%
Final Exam	20%
	100%

Assignment Schedule

Due Date	Assignment Name	Assignment Type	Points
	Final Exam	Assignment	100
	Group paper	Assignment	100
	Group presentation	Assignment	100
	Midterm Exam	Assignment	100
	Quizzes	Assignment	100
1/11/25	Financial Aid Assignment	Assignment	0

Grading Scale

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

Policies for Course Grade

Makeup Work Policy

Missed/Late Assignments

Attendance

Course Accessibility

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) (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.

Academic Integrity

Students should familiarize themselves with UCF's Code of Conduct at Student Conduct and Integrity Office. According to Section 1, "Academic Misconduct," students are prohibited from engaging in:

a. Academic misconduct is defined as any submitted work or behavior that obstructs the instructor of record's ability to accurately assess the student's understanding or completion of the course materials or degree requirements (e.g., assignment, quiz, and/or exam). Examples of academic misconduct include but are not limited to: plagiarism, unauthorized assistance to complete an academic exercise; unauthorized communication with others during an examination, course assignment, or project; falsifying or misrepresenting academic work; providing misleading information to create a personal advantage to complete course/degree requirements; or multiple submission(s) of academic work without permission of the instructor of record.

b. Any student who knowingly helps another violate academic behavior standards is also in violation of the standards.

c. Commercial Use of Academic Material. Selling of course material to another person and/or uploading course material to a third-party vendor without authorization or without the express written permission of the University and the instructor of record. Course materials include but are not limited to class notes, the instructor of record's slide deck, tests, quizzes, labs, instruction sheets, homework, study guides, and handouts.

d. Soliciting assistance with academic coursework and/or degree requirements. The solicitation of assistance with an assignment, lab, quiz, test, paper, etc., without authorization of the instructor of record or designee is prohibited. This includes but is not limited to asking for answers to a quiz, trading answers, or offering to pay another to complete an assignment. It is considered Academic Misconduct to solicit assistance with academic coursework and/or degree requirements, even if the solicitation did not yield actual assistance (for example, if there was no response to the solicitation).

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*. 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 and Academic Integrity, 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.

Title IX

Title IX prohibits sex discrimination, including sexual misconduct, sexual violence, sexual harassment, and retaliation. If you or someone you know has been harassed or assaulted, you can find resources available to support the victim, including confidential resources and information concerning reporting options at Let's Be Clear and UCF Cares.

For more information on diversity and inclusion, Title IX, accessibility, or UCF's complaint processes contact:

- Title IX – OIE – Office of Institutional Equity & askanadvocate@ucf.edu
- Disability Accommodation – Student Accessibility Services – Student Accessibility Services & sas@ucf.edu
- Access and Community Engagement (including the Ginsberg Center for Inclusion and Community Engagement, Military and Veteran Student Success, and HSI

Initiatives)

- UCF Compliance and Ethics Office – Compliance, Ethics, and Risk Office & complianceandethics@ucf.edu
- The Ombuds Office is a safe place to discuss concerns.

Reporting an Incident or Issue

If you believe you have experienced abusive or discriminatory behavior by any faculty or staff member, contact the Office of Institutional Equity online or at 407-823-1336. You can also choose to report using the UCF Integrity Line and can report anonymously or as yourself at 1-855-877-6049 or using the online form. UCF cares about you and takes every report seriously. For more information see the Reporting an Incident or Issue Webpage.

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.

Campus Safety

At UCF Public Safety and Police, safety is the top priority. Emergencies on campus are rare, but if one should arise, it's important to be familiar with some basic safety and security concepts.

- In an emergency, always dial 911.
- Every UCF classroom has an **Emergency Procedure Guide** posted on a wall near the door, which will show you how to respond to a variety of situations. This guide can also be found online here.
- In the event of an active threat, remember **AVOID, DENY, DEFEND**. Choose the best course of action and act immediately. Watch the video here to learn more.

- **AVOID**. Pay attention to your surroundings and have an exit plan. Get as much distance and as many barriers between you and the threat as quickly as possible.
- **DENY.** When avoiding is difficult or impossible, deny the threat access to you and your space. Lockdown by creating barriers, turning the lights off and remaining quiet and out of sight. Make sure your cell phone is silenced, but do not turn it off.
- **DEFEND.** When you are unable to put distance between yourself and the threat, be prepared to protect yourself. Commit to your actions, be aggressive and do not fight fairly. Do whatever it takes to survive.

- For emergencies on campus, UCF will utilize the UCF Alert system. All UCF students, faculty and staff are automatically enrolled to receive these email and text alerts, however, it's a good idea to frequently ensure your contact information is up to date.

Financial Aid Accountability

All instructors/faculty are required to document students' academic activity at the beginning of each course. In order to document that you began this course, please complete this activity by the end of the first week of classes or as soon as possible after adding the course. Failure to do so may result in a delay in the disbursement of your financial aid.

Class Schedule

Date	Readings/Topic for Tuesday	Date	Readings/Topic for Thursday	Topic
1/7	First day of class; Introduction to course. Overview of class objectives and syllabus	1/9	Lowenthal Chapter 1 What is Intelligence?	
1/14	Lowenthal Chapters 2	1/16	Read Lederer & Burdick, The Ugly American First half	

1/21	Lederer & Burdick, The Ugly American: Remainder	1/23	Lowenthal Chapters 3 GROUP SELECTIONS For next Tuesday: Watch at home: The Spy Factory
1/28	Discuss: The Spy Factory Lowenthal Chapter 4 The collection process	1/30	Lowenthal Chapter 5 The collection disciplines. Quiz #1
2/4	Lowenthal Chapter 6 -Analysis	2/6	GROUP TOPIC SELECTION
2/11	Moore –Critical Thinking in Intelligence Analysis, TBD	2/13	Exercise
2/18	Lowenthal Chapter 7 Counterintelligence	2/20	Film on CI Quiz #2
2/25	Directed readings on Chinese espionage Discuss in Class	2/27	Receive Midterm Exam Schedule presentations
3/4	Lowenthal Chapter 8-9 Covert Action	3/6	Turn in Midterm Exam Lowenthal Chapters 11-12 Policy discussion
3/11	Lowenthal Chapter 13 Ethics	3/13	Lowenthal Chapter 14 - Reform Quiz #3
3/18	SPRING BREAK	3/20	SPRING BREAK
3/25	Presentations	3/27	Presentations
4/1	Presentations	4/3	Presentations
4/8	Presentations	4/10	Presentations
4/15	Turn in Group Papers	4/17	Receive Final Exam
4/22	NO CLASS	4/24	Turn in Final Exam-1:00 PM

Week