INR 4360 - The Intelligence Process

Section: 0001

College of Sciences

School of Politics, Security, and Intl Affairs

Course Information

Term: Spring 2025
Class Meeting Days: M
Class Meeting Time: 06:00PM - 08:50PM
Class Meeting Location: CB1 O319
Modality: P
Credit Hours: 3.00

Instructor Information

Jeffrey Payne
Office Location: As Requested
Office Hours:
As Requested
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Course Description

INR 4360 COS 3(3,0)The Intelligence Process: PR: ENC 1102 or POS 2041
Examination of the intelligence process, the intelligence cycle, and various ways intelligence in collected, analyzed, as well as counterintelligence and counterterrorism
Occasional

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.

Student Learning Outcomes

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

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

Course Materials and Resources

Intelligence, Secrets to Policy
Authors: Mark Lowenthal

The US Intelligence Community
Authors: Jeffrey Richelson

Recommended Course Materials

Title: Fair Play: The Moral Dilemmas of Spying
Authors: James Olson

Course Assessment and Grading Procedure

Assessment	Percent of Final Grade
Attendance / 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/Presentation	20% (40 Points)
Total	100% (200 Points)

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

Class Schedule

Date	Readings	Discussion
01/06/2025	None	First Day, Introduction & Expectations
01/13/2025	Lowenthal #1, 2 - Richelson #1	Definition & Development of Us Intelligence
01/20/2025	NO CLASS	MLK DAY, Discussion #1

01/27/2025	Lowenthal #3, 4 - Richelson #2	Quiz #1
02/03/2025	Intelligence Exercise	Final Project Idea Due
02/10/2025	Lowenthal 126-137, Richelson #8	SIGINT, Discussion #2
02/17/2025	Lowenthal 137-148, Richelson #11	HUMINT
02/24/2025	Lowenthal 111-126, Richelson #7	GEOINT
03/03/2025	Lowenthal 135-137, Richelson #9	MASINT, Discussion #3
03/10/2025	Lowenthal 148-154, Richelson #12	OSINT
03/17/2025	NO CLASS	SPRING BREAK
03/24/2025	Lowenthal #7, Richelson #15	Counterintelligence, Discussion #4
03/31/2025	Lowenthal #14, 15 - Richelson #13, 20	Foreign Intelligence Services, Intelligence Reform
04/07/2025	FINAL PROJECT DUE / PRESENTATIONS	
04/14/2025	FINAL PROJECT PRESENTATIONS	
04/21/2025	FINAL PROJECT PRESENTATIONS	
04/28/2025	NO CLASS	Quiz #3

Assignment Descriptions

Participation: This cover participation during in class discussions. It is separate from the discussion assignments.

Discussions: I will be posting two scenarios at a time from Olson's Fair Play text and students must post about whether they agree or disagree with what it proposes. Students are also required to respond to another students post either agreeing or disagreeing.

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. Nobody is allowed to do projects on 9/11 or Pear Harbor. Topics Due: 02/03/2025

Presentation: Everyone will present their topic in front of the class. The presentation represents 1/2 of the final project grade.

Intelligence Exercise: An in class group project designed to familiarize students with the intelligence process. Students will analyze a topic from an intelligence perspective and react to variables.

Policies for Course Grade

Makeup 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

Missed/Late Assignments

See Above

Attendance

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>.

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.