INR 4360 - The Intelligence Process

Section: 0001

College of Sciences

School of Politics, Security, and Intl Affairs

Course Information

Term: Spring 2026
Class Meeting Days: M
Class Meeting Time: 06:00PM - 08:50PM
Class Meeting Location: CB1 O308
Modality: P
Credit Hours: 3.00

Instructor Information

Name: Jeffrey Payne
Office Location: At request
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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.

Required Course Materials and Resources

The US Intelligence Community
Authors: Jeffrey T Richelson

Intelligence from Secrets to Policy
Authors: Mark Lowenthal

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

Letter Grade	Percentage
A	94-100%
A-	90-93%
B+	87-89%
B	84-86%
B-	80-83%
C+	77-79%
C	74-76%
C-	70-73%
D+	67-69%
D	64-66%
D-	61-63%
F	0-60%

Class Schedule

Course Schedule

Week	Readings	Disc

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1/12	NO CLASS	NO CLASS
1/19	NO CLASS - MLK DAY	NO CLASS
1/26	Lowenthal #1, 2- Richelson #1	First Day Introduction Definition & Developr
2/2	Lowenthal #3, 4, Richelson #2	Discussion 1
2/9	Intelligence Exercise	Final Project Idea Du
2/16	Lowenthal 126-137, Richelson #8	SIGINT, Discussion #
2/23	Lowenthal 137-148, Richelson #11	HUMINT
3/2	Lowenthal 111-126, Richelson #7	GEOINT
3/9	Lowenthal 135-137, Richelson #9	MASINT, Discussion
3/16	SPRING BREAK	SPRING BREAK
3/23	Lowenthal 148-154, Richelson #12	OSINT
3/30	Lowenthal #17, Richelson #15	Quiz #2
4/6	Lowenthal #14, 15, Richelson #13, 20	Counterintelligence, D
4/13	Final Project Due/Presentations	Foreign Intelligence S Intelligence Reform
4/20	Final Project Presentations	
4/27	Final Project Presentations	
5/4	No Class	Quiz #3

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>.

Artificial Intelligence (AI) Use Policy

- Use of Generative Artificial Intelligence (GenAI) is prohibited. Use of GenAI tools via website, app, or any other access, is not permitted in this class. All components of assignments in this course must be independently and originally completed by the student. Representing work created by GenAI as your own will be treated as plagiarism.

Disability Access & Accommodations

The University of Central Florida is committed to providing equal access to all students with disabilities (ADHD, learning disabilities, Autism, chronic medical conditions, physical disabilities, etc.). To receive consideration for reasonable disability-related course accommodations, disabled students must contact Student Accessibility Services (SAS) and complete the steps required for SAS to review accommodation requests. More information can be found on the UCF Student Accessibility Services website under the Start Here tab or by contacting SAS directly (Ferrell Commons 185; sas@ucf.edu; Phone - 407-823-2371).

Approved accommodations are shared with course instructors via the SAS Course Accessibility Letter. Implementing certain accommodations may require discussion about specific considerations of the course design, course learning objectives, and the individual academic and course challenges experienced by the student. While students with disabilities or chronic health needs are also encouraged to discuss any course

concerns with professors in addition to contacting SAS, professors are not required to facilitate disability-related adjustments to the course unless the professor has received a Course Accessibility Letter from SAS that outlines approved accommodations.

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:

1. 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 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 assessment, 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.
2. Any student who knowingly helps another violate academic behavior standards is also in violation of the standards.
3. 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 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.
4. 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" designated 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 access and community engagement, Title IX, accessibility, or UCF's complaint processes contact:

- Title IX – ONAC – Office of Nondiscrimination & Accommodations Compliance & 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 discrimination by any faculty or staff member, contact the Office of Nondiscrimination & Accommodations Compliance via the ONAC website or at 407-823-1336. You can also choose to report using the UCF Integrity Line either anonymously or as yourself at 1-855-877-6049 or by 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 arrangements.

Campus Safety

At UCF's 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 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 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.