POS 4407: The Intelligence Community

School of Politics, Security, and International Affairs
College of Arts and Sciences, University of Central Florida

COURSE SYLLABUS

Instructor:	Dr. Ted Reynolds	Term:	Spring- 2026
Office:	BYC 106-B	Class Meeting Days:	Tuesday/Thursday
Phone:	407-823-5702	Class Meeting Hours:	3:00-4:20 pm
E-Mail:	teddy.reynolds@ucf.edu	Class Location:	PSY106
Office Hours:	Thursdays- 9am-noon, or by appt.		

Description: 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. The Intelligence Community: PR: POS 2041 or INR 2002 or CPO 3103 or C.I.

Objectives: To briefly discuss the history of intelligence as an instrument of statecraft with an emphasis on the development of the US intelligence community. Address the nature of intelligence placing it in the context of different political systems, national security versus police intelligence; Discussing major elements of intelligence; Presenting the organization of the intelligence community, particularly after 9/11, and the challenges of intelligence reform; Identifying present and future threats; Discussing the role of intelligence in a democratic society.

(1) Understand the intelligence process
(2) Learn the major elements of intelligence: collection, analysis, counter intelligence and covert action
(3) Discuss intelligence and policy
(4) Address the issue of accountability with an emphasis on reconciling secret intelligence in a democratic society
(5) Identify and analyze future threats and intelligence requirements

Required Texts and Materials

William J. Lederer & Eugene Burdick, *The Ugly American*, WM Norton & Co., 1954.

Mark M. Lowenthal. *Intelligence: From Secrets to Policy. 10th* Edition, CQ Press 2025.

Jeffrey T Richelson, *The US Intelligence Community*, Westview Press. (Paperback) (***OPTIONAL**).

Moore, David T. *Critical Thinking and Intelligence Analysis.* Cambridge University Press. I will provide PDF access.

Col. Qiao Liang & Col. Wang Xiangsui, *Unrestricted Warfare*. Natraj Publishers, 2007. PDF will be provided for selected readings.

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
Quizzes	20%
Midterm	20%
Group Presentation	20%
Group Paper	20%
Final Exam	20%
	100%

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

The group project topics will be approved by the instructor and will culminate in a 15 minute presentation and a group paper of 25 pages. The details for this project will be provided in class as the term develops.

Midterm and final exams will be take-home essay exams.

Grade Dissemination: Graded tests and materials in this course will be returned once assessment is completed.

Quizzes will be administered in class on the days indicated, focusing on terminology and important concepts.

Late Work Policy:
There are no make-ups for any graded assessments. Papers/exams turned in late will be assessed a penalty: a full letter grade (10 points) per day late. Writing assignments will not be accepted if overdue by more than four calendar days. There are NO makeups on missed quizzes.
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/4-401.2MakeUpAssignmentsorAuthUnivEventsorCocurricularActivities.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.

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.

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 a religious observance. For more information, see the UCF policy at <http://regulations.ucf.edu/chapter5/documents/5.020ReligiousObservancesFINALJan19.pdf>.

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.

Academic Conduct Policy:
Academic dishonesty in any form will not be tolerated. If you are uncertain as to what constitutes academic dishonesty, please consult The Golden Rule, the University of Central Florida's

Student Handbook (http://www.goldenrule.sdes.ucf.edu/) for further details. As in all University courses, The Golden Rule Rules of Conduct will be applied. Violations of these rules will result in a record of the infraction being placed in your file and receiving a zero on the work in question AT A MINIMUM. At the instructor's discretion, you may also receive a failing grade for the course. Confirmation of such incidents can also result in expulsion from the University

Rules of Conduct
Students should familiarize themselves with UCF's Rules of Conduct. 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, students may consult The Center for Academic Integrity.
For more information about plagiarism and misuse of sources, see "Defining and Avoiding **Plagiarism:** The WPA Statement on Best Practices."
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 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.

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/workplacesafety.html.
To stay informed about emergency situations, students can sign up to receive UCF text alerts by going to 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 the UCF video.

Authorized event or activity notification
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.

Religious observance notification
Students must notify their instructor in advance if they intend to miss class for a religious observance. For more information, see the UCF policy.

Active duty military and/or National Guard
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.

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.

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 https://letsbeclear.ucf.edu and http://cares.sdes.ucf.edu/.

Syllabus Statements Regarding COVID-19

General Statement

I recognize and understand the difficult times we are all in. The COVID-19 pandemic impacts us all in many ways, including physically, mentally, emotionally, financially, academically, and professionally. I will work with you on challenges you may be encountering and to provide support to help you succeed. However, please keep in mind that I will hold you accountable, especially in terms of class attendance, participation, and contributions.

Statement Regarding Masks in Classrooms

UCF expects that all members of our campus community who are able to do so get vaccinated, and we expect all members of our campus community to wear masks indoors, in line with the latest CDC guidelines. Masks are required in approved clinical or health care settings.

Notifications in Case of Changes to Course Modality

If the instructor falls ill during the semester, there may be temporary changes to this course, including having a backup instructor take over the course or going remote for a short time. Please look for announcements or mail in Webcourses@UCF or Knights email for any temporary alterations to this course.

COVID-19 and Illness Notification

Students who believe they may have been exposed to COVID-19 or who test positive must 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 or have tested positive for COVID-19.

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

Course Accessibility and Disability

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.

Schedule: POS 4407 / Spring 2026

Date	Readings/Topic for Tuesday	Date	Readings/Topic for Thursday
1/13	First day of class; Introduction to course. Overview of class objectives and syllabus	1/15	Lowenthal Chapter 1 What is Intelligence?
1/20	Lowenthal Chapters 2	1/22	Read Lederer & Burdick, The Ugly American First half
1/27	Lederer & Burdick, The Ugly American: Remainder	1/29	Lowenthal Chapters 3 **GROUP SELECTIONS** **For next Tuesday: Watch at home: The Spy Factory**
2/3	**Discuss: The Spy Factory** Lowenthal Chapter 4 The collection process	2/5	Lowenthal Chapter 5 The collection disciplines. **Quiz #1**
2/10	Lowenthal Chapter 6 -Analysis	2/12	**GROUP TOPIC SELECTION**
2/17	Moore –Critical Thinking in Intelligence Analysis, TBD	2/19	Exercise
2/24	Lowenthal Chapter 7 Counterintelligence	2/26	**Film on CI** **Quiz #2**
3/3	Directed readings on Chinese espionage Discuss in Class	3/5	**Receive Midterm Exam** Schedule presentations
3/10	Lowenthal Chapter 8-9 Covert Action	3/12	**Turn in Midterm Exam** Lowenthal Chapters 11-12 Policy discussion
3/17	**SPRING BREAK**	3/19	**SPRING BREAK**
3/24	Lowenthal Chapter 13 Ethics	3/26	Lowenthal Chapter 14 - Reform **Quiz #3**
3/31	**Presentations**	4/2	**Presentations**
4/7	**Presentations**	4/9	**Presentations**
4/14	**Presentations**	4/16	**Presentations**
4/21	**Turn in Group Papers**	4/23	**Receive Final Exam**
4/28	**NO CLASS**	4/30	**Turn in Final Exam-1:00 PM**

Note: The Schedule is subject to change