I. LOCATOR INFORMATION

Instructor's Name: William F. Lee  
Office Location: TBLDG Rm. 315A  
Office Hours: MTWR 1:30-3:30 p.m.; TR: 8:00-9:00 am.  
Department Secretary Ms. Smith 672-1573  
E-Mail: wlee4@uncfsu.edu

FSU Policy on Electronic Mail: Fayetteville State University provides to each student, free of charge, an electronic mail account (username@uncfsu.edu) that is easily accessible via the Internet. The university has established FSU email as the primary mode of correspondence between university officials and enrolled students. Inquiries and requests from students pertaining to academic records, grades, bills, financial aid, and other matters of a confidential nature must be submitted via FSU email. Inquiries or requests from personal email accounts are not assured a response. The university maintains open-use computer laboratories throughout the campus that can be used to access electronic mail.

Rules and regulations governing the use of FSU email may be found at http://www.uncfsu.edu/PDFs/EmailPolicyFinal.pdf

II. COURSE DESCRIPTION:

This course will examine a wide variety of Advanced Intelligence Analysis techniques and focus on developing intelligence products based on a number of diverse case studies. An overview of the Intelligence Process and of Collection Strategies will also be conducted. Collection Strategies will include a understanding the capabilities available to the analyst: GEOINT, MASINT, SIGINT, HUMINT and OSINT. The primary emphasis will be on conducting actual analysis of raw and unfiltered information to produce a comprehensive Intelligence Estimate utilizing the wide variety of intelligence analysis techniques taught throughout the semester. Throughout the class, reading and interpreting analytically will be the focus, in order for each student to be able to function independently in synthesizing raw data within given parameters to create a coherent predictive estimate. The course is intended for both potential producers and consumers of national, strategic intelligence and is the second of two courses on intelligence analysis.

III. DISABLED STUDENT SERVICES:
In accordance with Section 504 of the 1973 Rehabilitation Act and the Americans with Disabilities Act (ACA) of 1990, if you have a disability or think you have a disability to please contact the Center for Personal Development in the Spaulding Building, Room 155 (1st Floor); 910-672-1203.

IV. REQUIRED TEXTBOOKS:


HANDOUT READINGS (shorter articles, TBA)

V. BEHAVIORAL OBJECTIVES (and COMPETENCIES)

Students successfully completing this course on intelligence operations are expected to be proficient in synthesizing data within a given set of parameters and producing intelligence products that support sound decision-making.

STUDENT OUTCOMES: Students who complete this course will

Program Outcome: 1 Part I: Writing Skills: Pt. I Following Directions:
1. Introduction:
2. Conclusion:
3. Supporting evidence in the body
4. Paraphrasing
5. Citations

Program Outcome: 1 Part II Writing Skills Part II: Use of Historical Sources based on availability
1. Use of Primary Sources
2. Use of Secondary Sources
3. Use of Internet Sources
4. Use of Journal Sources

Program Outcome: 2 Apply Latest Technology to Research
1. Use of Internet for Research

Program Learning Outcome 3: The student will be able analyze data and produce intelligence products.

Course Outcomes:
Demonstrate the comprehension of the scope and complexity of Intelligence Analysis: Research, Methods and Writing; **FSU Core SLOs:** Communications Skills: 1.4, 1.5, 1.6, 1.7; Reasoning Skills Part I: Critical Thinking 2.1-2.9; Ethics & Civic Engagement 6.1, 6.2, 6.6, 6.7.

Integrate the Collection Capabilities available in the U.S. National Security arena, to include: Geospatial Intelligence (GEOINT); Measurements and Signals Intelligence (MASINT); Signals Intelligence (SIGINT); Human Intelligence (HUMINT); and Open-source Intelligence (OSINT).

Describe the framework of Intelligence Analysis: Research, Methods and Writing within the context of international security; **FSU Core SLOs:** Communications Skills: 1.4, 1.5, 1.6, 1.7; Reasoning Skills Part I: Critical Thinking 2.1-2.9; Ethics & Civic Engagement 6.1, 6.2, 6.6, 6.7.

Apply the principles of Intelligence Analysis: Research, Methods and Writing; **FSU Core SLOs:** Communications Skills: 1.4, 1.5, 1.6, 1.7; Reasoning Skills Part I; Ethics & Civic Engagement 6.1, 6.2, 6.6, 6.7.

Evaluate, with a theoretical and practical approach, the historical and current issues of Intelligence Analysis: Research, Methods and Writing; **FSU Core SLOs:** Communications Skills: 1.4, 1.5, 1.6, 1.7; Reasoning Skills Part I: Critical Thinking 2.1-2.9; Ethics & Civic Engagement 6.1, 6.2, 6.6, 6.7.

Analyze problems and challenges with Intelligence Analysis: Research, Methods and Writing in an effort to improve capacity in developing effective resolution strategies and solutions; **FSU Core SLOs:** Communications Skills: 1.4, 1.5, 1.6, 1.7; Reasoning Skills Part I: Critical Thinking 2.1-2.9; Ethics & Civic Engagement 6.1, 6.2, 6.6, 6.7.

Argue the roles of ethics, morality and human rights in the study of Intelligence Analysis: Research, Methods and Writing; **FSU Core SLOs:** Communications Skills: 1.4, 1.5, 1.6, 1.7; Reasoning Skills Part I: Critical Thinking 2.1-2.9; Ethics & Civic Engagement 6.1, 6.2, 6.6, 6.7.

Critique Intelligence Analysis: Research, Methods and Writing; **FSU Core SLOs:** Communications Skills: 1.4, 1.5, 1.6, 1.7; Reasoning Skills Part I: Critical Thinking 2.1-2.9; Ethics & Civic Engagement 6.1, 6.2, 6.6, 6.7.

Demonstrate an interest in exploring Intelligence Analysis: Research, Methods and Writing as a professional and career opportunity; **FSU Core SLOs:** Communications Skills: 1.4, 1.5, 1.6, 1.7; Reasoning Skills Part I: Critical Thinking 2.1-2.9; Ethics & Civic Engagement 6.1, 6.2, 6.6, 6.7.

EVALUATION CRITERIA/GRADING SCALE:

**A. Course Requirements.** Grades will be based on examinations and quizzes, four writing assignments, oral presentations, and class participation.
EXAMS and quizzes will be based on material presented both in class and in the required reading. The format of the exams will be essay questions.

WRITING ASSIGNMENTS: Guidance TBA

B. VALUE OF EACH ASSIGNMENT

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Value</th>
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<tbody>
<tr>
<td>Exams/ quizzes</td>
<td>10</td>
</tr>
<tr>
<td>Writing Assignments</td>
<td>50</td>
</tr>
<tr>
<td>Oral Presentation</td>
<td>20</td>
</tr>
<tr>
<td>Class Participation</td>
<td>10</td>
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<td>100%</td>
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NOTE: YOU SHOULD NEVER MISS A SCHEDULED EXAM. UNLESS THE ABSENCE IS EXCUSED WITH PROPER DOCUMENTATION, THE MAKE-UP EXAM GRADE WILL BE REDUCED BY ONE LETTER GRADE AS A PENALTY FOR ABSENCE. MAKE-UP EXAMS ARE AT THE SOLE DISCRETION OF THE INSTRUCTOR.

C. SPECIAL NOTE ON ACADEMIC HONESTY:

Students should be aware that a university is a community of scholars committed to the discovery and dissemination of knowledge and truth. Without the freedom to investigate all materials, scrupulous honesty in reporting findings, and proper acknowledgment of credit, such a community cannot survive. Students are expected to adhere to the highest traditions of scholarship. Any infractions of these traditions, such as plagiarism, are not tolerated. Though we do not anticipate any such occurrence, for the record, misrepresenting someone else’s words or ideas as one’s own, constitutes plagiarism. In cases where plagiarism occurs, the instructor has the right to penalize the student(s) as he or she thinks appropriate. One guideline holds that the first offence = failure of the assignment; the second offence = failure of the course.

WHAT THIS MEANS IS THAT WHEN WRITING

1. PARAPHRASE WHAT YOU HAVE READ AND CITE THE SOURCE
2. IF YOU USE THE WORDS OF SOME ONE ELSE PUT QUOTATION MARKS AROUND IT AND CITE THE SOURCE

D. GRADES AND THEIR NUMERICAL EQUIVALENCY

<table>
<thead>
<tr>
<th>Numerical Limits</th>
<th>Letter Grades</th>
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<tr>
<td>92 and above</td>
<td>A</td>
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E. INSTRUCTOR POLICIES

1. TURN-IT-IN. Required papers will be turned in to the Turnitin site on the Blackboard Assignments page by midnight of the assigned due date.
   
   a. If the assignment is late then SUBTRACT ONE LETTER GRADE
   b. PLAGIARISM: Instructor discretion based on more than 20 percent of text plagiarized—TURNITIN shows you how much you have copied from other sources and you can revise (paraphrase) that text until midnight of the due date.

2. MAKE-UP WORK

   a. EXAMS:
      
      i. Unless the absence is excused with proper documentation, the make-up exam grade with be reduced by one letter grade as a penalty for absence.
      ii. Make-up exams are at the sole discretion of the instructor.
      iii. Missed exams caused by an absence must be made up WITHIN ONE WEEK unless illness or emergency necessitates a longer absence from school.
      iv. No make-up work will be accepted the last week of classes.

3. EXTRA CREDIT will not be granted.

4. INCOMPLETES: As a rule, I do not give an incomplete. If you choose not to complete the class please formally withdraw from it.

VI: FACULTY EXPECTATIONS

A: The instructor respects all students and will make every effort to maintain a classroom climate that promotes learning for all students. Students must accept their responsibility for maintaining a positive classroom environment by abiding by the following rules:

B. Students are responsible for material covered and due dates for assignments regardless of absence.

C. Students are expected to complete all the assigned readings before coming to class so that they can participate in class discussion or be able to ask questions for clarification.
D. **Attendance and Punctuality:** Students are expected to attend class. IF you are late, please try to enter unobtrusively while taking your seat. I would prefer you come late than be absent.

E. **Class Participation:** The participation portion of the grade is based on both attendance and participation in class discussions.

F. **In class discussions,** the student must be respectful of the opinions of their peers even though they disagree—agree to disagree.

G. **Students should limit distractions in the classroom setting by:**
   1. Students should turn off pages and cell phones (at least set cell phones to vibrate).
   2. Students should not use profanity
   3. Students should not pass notes or hold personal conversations during the class discussion.

H. **Consequences for Failing to Meet Behavioral Expectations:**
   1. First offense: a private discussion
   2. Multiple offenses: a report to the student to the Dean of Students for disciplinary action according to the FSU Code of Student Conduct.

VII. **ACADEMIC SUPPORT RESOURCES** – Site any academic support resources available in this class. Use of SI, Smarthinking, Criterion, University College Learning Center

VIII. **LECTURE/DISCUSSION TOPICS AND READING ASSIGNMENTS** (Writing Assignments TBA):

<table>
<thead>
<tr>
<th>Week / Date</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>One / 20 Aug</td>
<td>Course Introduction/ INTL Program Review</td>
</tr>
<tr>
<td>Two / 25 Aug</td>
<td>Introduction to Intelligence Analysis. <em>Structured Analytic Techniques for Intelligence Analysis,</em> Chapters 1, 2, and 3 (pages 3-34)</td>
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</tbody>
</table>
| Three / 1 Sep | Selected Analytic Techniques. *Structured Analytic Techniques for Intelligence Analysis,* Chapters 4 and 5 (pages 41-111)  
**No Class on 1 SEP (Labor Day)** |
<p>| Four / 8 Sep | Selected Analytic Techniques. <em>Structured Analytic Techniques for Intelligence Analysis,</em> Chapters 6, 7 and 8 (pages 119-209) |
| Five / 15 Sep | Intelligence Case Studies. Beebe and Pherson, <em>Cases in Intelligence Analysis,</em> Chapter 1 (pages 7-19) |
| Six / 22 Sep | Selected Analytic Techniques. <em>Structured Analytic Techniques for Intelligence Analysis,</em> Chapters 9,10 and 11  (pages 210-292) |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Reading Material</th>
</tr>
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<tbody>
<tr>
<td>Seven / 29 Sep</td>
<td>Selected Analytic Techniques. <em>Structured Analytic Techniques for Intelligence Analysis</em>, Chapters 12, 13, and 14 (pages 293-340)</td>
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**No Class on Friday, OCT 17 (Fall Break)** |
| Twelve / 3 Nov | Product Development: Research and Modeling |
| Thirteen / 10 Nov | Product Development: Research and Modeling |
| Fourteen / 17 Nov | Product Development: Preparation |
| Fifteen / 24 Nov | Product Presentation: Reports and Briefings  
**No Class on Friday, Nov 28 (Thanksgiving Break)** |
| Sixteen / 1 Dec | Product Presentation: Reports and Briefings |

**Final Exam Wednesday, Dec 10 in LSA 129 8:00-9:50 am**