

**PAD 4750 | PAD 5775**  
**Applied Intelligence Analysis**  
**Combined Online/Classroom**

### **Course Overview**

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This course puts students in the role of analysts in a simulated intelligence requirement. This course combines classroom and online delivery methods to allow students the necessary instruction to complete the semester-long simulation as well as freedom to work collectively and individually as analysts on a product.

This course is combined traditional and asynchronous delivery to allow students the opportunity to focus on analytic techniques unique to their projects. Approximately 25 percent of the course will be taught in the classroom and 75 percent will be taught through the online LMS.

Prerequisite: PAD 4841 Intelligence Analysis and Communication

### **Course Objectives**

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By the end of this course, undergraduate students will be able to:

- Relate open source information to intelligence and national security questions in a critical manner
- Analyze information using common industry techniques in order to create a logical and compelling intelligence product
- Integrate various structured analytical methods to enhance critical thinking and critical analysis
- Describe results from analysis in such a way that informs policy and decision-makers in an unbiased manner through writing and presentation

and graduate students will be able to:

- Relate open source information to intelligence and national security questions in a critical manner
- Analyze information using common industry techniques in order to create a logical and compelling intelligence product
- Integrate various structured analytical methods to enhance critical thinking and critical analysis
- Describe results from analysis in such a way that informs policy and decision-makers in an unbiased manner through writing and presentation
- Evaluate team management in the intelligence analysis process
- Judge team members' contributions to the analysis product based on criteria established between graduate students and the instructor.

### **Course Expectations**

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Because of the nature of the material, attendance is mandatory. Students are expected not only to be present, but also to participate in discussions and activities both in and out of the classroom. If it is necessary to miss a class meeting, the instructor should be notified ahead of time. If this is impossible, university-required documents should be submitted immediately upon return. It will be impossible to make up the in-class work, and so absences should be kept to a minimum. Students are also required to maintain their workload throughout the semester in order to complete the simulation with their classmates.

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## Course Texts

The structure of this course does not require a textbook. Instead materials will be made available via the online LMS.

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## Late Assignments

Late work will not be accepted.

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## Grading and Evaluation Criteria

Participation	20%
Briefing Products	20%
Final Written Product	20%
Final Presented Product	20%
Final Exam	20%
Total	100%

Grade	Top	Bottom
A	100	94
A-	93	90
B+	89	86
B	85	82
B-	81	79
C+	78	76
C	75	72
C-	71	69
D+	68	66
D	65	63
D-	62	60
F	59	0

Note: Final grades will not be rounded.

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## Assignments and Calendar

The course calendar includes assigned reading and assignment dates and is at the end of this document. The latest schedule and calendar is available on the course website via the LMS. The instructors will notify the class of any major deviations from the calendar.

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## Participation

Undergraduate students will be evaluated in two ways: 1) Weekly progress reports submitted by team members and 2) Classroom participation grades assigned by the instructor. Students will be able to track these weekly in the LMS.

Graduate students will be evaluated in three ways: 1) Weekly progress reports submitted by team members; 2) Classroom participation grades assigned by the instructor. Students will be able to track these weekly in the LMS; and 3) progress reports developed by the graduate student based on team performance according to the Intelligence Community team management inventory.

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## Simulated Analysis Project

The outline below is the standard outline. However, this may change should students be given a key intelligence question by partner agencies that does not follow this format.

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### Part I: Teams

During the second class meeting, students will be organized into teams. This organization is at the discretion of the instructor. The number of teams in the class will be based on the size of the class. Team assignments will be based on a survey done during the first week. This is done to ensure that knowledge, skills, and abilities in particular areas are equally distributed.

Graduate students will serve as team leaders, and teams may organize in any manner they wish. However, workload will be equitably distributed. The instructor is available, should teams require counseling.

Students will regularly provide insight into their team members' performance and productivity. These evaluations are confidential and will not be returned to the student, but will be kept in accordance with University policy on maintenance.

## **Part II: Be the Analyst**

Teams will brief the instructor of their country of interest at the second class meeting, then develop an intelligence plan, including the information needed and the collection plan (unclassified information only) to obtain the information. Teams will then be required to collect the information (again, unclassified information only), evaluate the data, and prepare a written and oral report.

Teams should be creative within the scope of open-source as to where information is obtained. Faculty, subject matter and area experts, language experts, newspapers, etc., are all excellent resources. Google is not your only means to information.

You may want to start with the following:

- Europe: <http://www.allyoucanread.com/european-newspapers/>
- Asia: <http://www.allyoucanread.com/asian-newspapers/>
- Africa: <http://www.allyoucanread.com/african-newspapers/>
- Global <http://www.allyoucanread.com/>

Throughout the semester teams will present a briefing on their findings so far for that particular meeting. The dates of these are presented below:

<Insert Date 1>	Country leadership
<Insert Date 2>	Country politics
<Insert Date 3>	Country economy
<Insert Date 4>	Country society

Teams may use this opportunity to obtain guidance from the instructor.

## **Part III: Applied Analysis**

Students should collectively discuss their country and come to a consensus on thoughts. If a consensus cannot be reached, students may develop ideas apart from the team, but should maintain workload.

Your final product will include information on physical location, history, neighbors, relationships, outside interests, politics, etc.

You will then include your ideas on the country's national power and the dictates of national interests. Finally, what are your thoughts, as American intelligence analysts, on the country and its interests.

Be critical in your writing – critical thinking is the key to intelligence analysis.

When writing:

- a) Keep our history and cultural preferences in the back of your mind to avoid bias.
- b) Know their history as they know it.
- c) Know their philosophy, religion, literature, and key thinkers.
- d) Remember the three culture-bound elements of power:
  - a. How power is acquired.
  - b. The preferred means of wielding power.
  - c. The acceptable and unacceptable uses of power.
- e) Know their popular culture: how they play, what they read, what entertainment is preferred.

- f) Read their sources and listen or watch their news in their language if you can.

### **Mechanical Information**

Briefings will be no longer than five (5) minutes. The key to this is to jump right into the meat of it and get to the point. The instructor will be caught up, and so there's no need to recount information. There is no need for PowerPoint, but handouts are permissible to a point.

The format below should be used for each paper submission:

- I. Introduction
- II. Key Judgments (This section is written last and comes from your analysis from the sections below written in order of importance. Any preconceived judgments will bias your analysis)
  - a. These can be bulleted or lettered
- III. Discussion of Country power and interests
  - a. Domestic
  - b. International
- IV. U.S. Interests
  - a. With respect to the country
  - b. With respect to its interests

Students are urged to contact the instructor during off times to answer any questions.

### **Final Exam**

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The final exam will be taken in the classroom in accordance to the University exam schedule. Students will answer exam questions generic to the analytical process as well as more specific questions, according to their analysis project.