Catholic University of America
School of Library and Information Science
Fall Semester 2012

INSTRUCTOR

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- General
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- Assignments

COURSE DESCRIPTION

Thoughtful analysis of data and information is critical for decision making in many areas of society, including national security, science and technology, medicine, law enforcement, legislation, policy development, business, journalism, academic research, and others. This course provides students with the knowledge and skills to research diverse information sources, assess quality and authenticity of information, and apply intelligence analysis techniques to deliver actionable intelligence for targeted user communities. The course is structured around intelligence community models and practice and emphasizes data and information from a broad range of both traditional resources and evolving digital resources. The course objectives are to develop research skills, analysis abilities, and communication abilities so that students can synthesize data and information and deliver high quality, actionable intelligence to decision makers. Topics covered include: the intelligence process (Planning/Direction, Collection, Processing, Analysis and Production, Dissemination), the “all-source collection” concept, evaluating and maintaining information quality, synthesis and analysis of data and information, decision processes, techniques and methods for intelligence analysis, and skills for effective delivery and presentation of research results, including development of briefings. Readings and examples used in class and for assignments will be relevant to a variety of contexts, ranging from national security and law enforcement to business and other fields.
OBJECTIVES

Students completing the course will have:

- Significantly enhanced their research skills in terms of research techniques and increased familiarity with the range of resources and types of information sources available.
- Honed their analysis capabilities in terms of techniques, their ability to effectively determine client requirements and to thoroughly apply information quality criteria for both material used and results delivered.
- Enhanced their communication skills for both written and oral delivery of intelligence analysis products.

GENERAL INFORMATION

Credit Hours - 3

Day, Time, and Location

Thursdays -- 7:00 PM - 9:30 PM.  Location: O'Boyle 106

Office Hours

Consultations can be arranged ahead of time for either before or after class. Students are also encouraged to contact the instructor by phone or email.

Online sessions for interaction and discussion may also be set up through eSLIS.

Instructional Methods

Lecture, hands-on work (lab), discussion, in-class and out-of-class projects, small-group work, guest speakers, etc.

Small-Group Work - Throughout the course, small groups will be used. This will be particularly important, on the one hand, to optimize use of in-class time, but more importantly, in order to provide peer feedback, in a non-threatening context, for both written and oral briefings.
Textbook

**Required Text:** Clark, Robert M., *Intelligence Analysis*. 3rd. ed. CQ Press. Washington, DC. 2010,

Also, a selection of readings from a variety of sources will also be assigned.

Attendance

Attendance and participation at all classes is expected. Emergencies and illnesses of course do arise. If you find that very extenuating circumstances are going to require that you must miss more than the equivalent of one class, please contact the instructor, ahead of time if possible, to discuss whether the absence is excusable, what make-up work is required, etc. Students are expected to attend all classes, not however, to the degree of risking your health or that of other class members.

Timely Submission of Assignments

It is expected that assignments will be submitted on time. In order to keep everything on schedule, out of fairness to the students who do submit their assignments on time, and to encourage timeliness, the following penalties will be applied to assignments received after the due date:

For written-only (i.e., no oral part) assignments: 10 points off for assignments submitted one day after the due date, 2 additional points off for each additional day late.

For assignments that involve an oral presentation, 30 points off for any lateness.

It is recognized that due to illness or other circumstances beyond the student's control there will be absences. The above late penalties will not be applied in the first instance of assignments that are late due to such circumstances. For extraordinarily dire circumstances that may occur, students should discuss the situation with the instructor so that fair and appropriate arrangements may be made.

Other General Information

**Supplemental Course Resources** - Links to online resources that will be used in the course can be found at [www.onstrat.com/cua/lsc524resources.html](http://www.onstrat.com/cua/lsc524resources.html)

Please see the sections at the end of this page regarding [ADA Accommodation](#) and [Academic Integrity](#).
NOTE

- Details subject to change. All topics described below will be covered, but the order of coverage may change.

- One of the sessions may need to be substituted with an online class. (Adequate notice will be given if this becomes necessary.)

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<th>Session</th>
<th>Topic</th>
<th>Readings Due</th>
<th>Assignment Due</th>
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| 1 Aug 30 | Course Overview  
Themes  
*Information Quality*  
The Intelligence Process (Cycle)  
*Critical Thinking* (Analysis)  
Establishing Groups  
The Traditional Intelligence Cycle (Process)  
Information Quality - The Lynchpin of Quality Intelligence | | |
| 2 Sept. 6 | Research Techniques – Using Information Quality Criteria as a Guide  
The Intelligence Process/Cycle – New Perspectives  
Research Tools  
Traditional Tools  
Search Engines  
Discussion of Readings | Clark: Intro, Chaps 1-3  
Selected Article(s) - TBD | Assignment 1 - Information Quality |
| 3 | Dissemination - Briefings – Effective presentations | Clark: Chaps 4, 15  
Selected Article(s) - TBD | Assignment 2 |
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| Sept. 13 | Presentation Skills  
Effective Graphics,  
PowerPoints and Handouts  
Guest Speaker  
Discussion of Readings |         |                        |
| Sept. 20 | Planning/Direction  
- Defining the Intelligence Problem  
- Identifying Requirements  
- The "Reference Interview"  
Student Presentations (within groups, then summary to entire class)  
Discussion of Readings | Clark: Chap. 15  
Selected Article(s) - TBD | Assignment 3 - Briefing 1 |
| Sept. 27 | Dissemination - Written Reports  
The Obvious Criteria  
Information Quality as a Guideline  
The Six "W"s as a Criteria  
Words of Estimative Probability  
Research Resources - News Resources, Alerts, Website Monitoring, etc.  
Discussion of Readings | Selected Article(s) - TBD |                        |
| Oct. 4  | Analytic Techniques / Critical Thinking / Decision Processes  
- Models in Intelligence  
Student Briefings Presentations (within groups, then summary to entire class)  
Discussion of Readings | Clark: Chap. 5  
Selected Article(s) - TBD | Assignment 4 - Briefing 2 |