

**Instructor**

Gwen M. Udell, M.S.,  
Adjunct Professor

**Text/Phone**

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**Office Hours**

By appointment

**Course Details**

Science & Technology Campus, 10:30am – 1:10pm Fridays, Colgan Hall Room 302

**Course Overview**

The objective of this course is to introduce key analytical techniques used by entry-level analysts in the Intelligence community. This course will introduce the student to the key analytical techniques used by entry-level analysts in the Intelligence Community (IC) and law enforcement community. It provides students with hands-on practice and experience with the analytic techniques. This is a Project-Based Learning (PBL) course during which students will work individually and together on a variety of intelligence exercises, problems and case studies. Students will mainly use the Structured Analytical Techniques (SAT) found in the textbook, analysis techniques commonly used throughout the law enforcement intelligence community.

**Required Textbooks**

**\*Please note students will need both these books in order to complete the exams and assignments successfully\***

*Cases in Intelligence Analysis: Structured Analytic Techniques in Action*, Second Edition, Sarah M. Beebe & Randolph H. Pherson. ISBN 978-1-4833-4016-6

*Structured Analytical Techniques for Intelligence Analysis*, Richards J. Heuer Jr., & Randolph H. Pherson. ISBN 978-1-4522-4151-7

**The following resources are provided on Blackboard:**

*The Psychology of Intelligence Analysis*, by Richard J. Heuer.

*Intelligence Analysis for Problem Solvers Manual*, John E. Eck and Ronald V. Clarke, Center for Problem-Oriented Policing & COPS USDOJ.

**Course Format/Communications**

Class will mainly be presented in **lecture format**. There will be class participation exercises and class discussions. Materials will be posted on Blackboard throughout the course. Students must have access to Blackboard for course materials, announcements, discussion forums, exams, and to view course grades.

### **Caveat:**

The materials we will be covering may contain *disturbing content*, which can be upsetting to some. This class covers some violent criminal cases in order for us to learn and apply analysis techniques. Please be advised about this material, as it can be disturbing. If you feel you need to talk to someone, please contact the George Mason Counseling and Psychological Services at 703-993-2380 or online at caps.gmu.edu.

### **Course Policies**

**Videotaping and audio recording in any form are not permitted unless prior approval has been given.**

#### **Attendance/Class Participation**

Students are responsible to attend class. Attendance will be taken in class using Qwickly Attendance on BlackBoard. Attendance logging will only be open during class time through the use of a pin code only provided in class. Attendance/class participation will count towards your final grade. **A student will be penalized 1 grade point for each absence.** Reading assignments must be done prior to the start of class. Please come to class prepared to discuss the readings and participate in exercises/discussions.

#### **Honor Code & Academic Integrity**

**Academic Integrity:** *It is expected that students adhere to the George Mason University Honor Code as it relates to integrity regarding coursework and grades. The Honor Code reads as follows: "To promote a stronger sense of mutual responsibility, respect, trust, and fairness among all members of the George Mason University community and with the desire for greater academic and personal achievement, we, the student members of the University Community have set forth this: Student members of the George Mason University community pledge not to cheat, plagiarize, steal and/or lie in matters related to academic work." More information about the Honor Code, including definitions of cheating, lying, and plagiarism, can be found at the Office of Academic Integrity website at <https://oai.gmu.edu>. **All students are expected to be familiar with this Honor Code. Cheating, plagiarism, lying, and stealing are prohibited. All violations of the Honor Code will be reported to the Honor Committee.***

The instructor reserves the right to use manual and/or automated means including SafeAssign to detect plagiarism in any work submitted by students for this course. Any use of the words or ideas of another person(s), without explicit attribution that clearly identifies the material used and its source in an appropriate manner, is **plagiarism** and will not be tolerated.

The following are requirements for this course:

- All work is to be prepared by the individual student, unless the Professor explicitly directs otherwise.
- All work must be newly created by the individual student for this course for this semester. Any usage of work developed for another course, or for this course in a prior semester, is strictly prohibited.
- Any work to be submitted is prepared entirely and exclusively by the student submitting it. Students are expressly prohibited from sharing any quantifiable work for this course in any manner with other students, unless all students involved have had their work graded and returned and the Professor has explicitly approved such sharing.

### Students with Disabilities

If you are a student with a disability and you need academic accommodations, please let me know. If you need accommodations please see the Office of Disability Resources at 703-993-2474. All academic accommodations must be arranged through that office.

### Important Dates:

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<b>Last day to add classes</b>	Jan. 22
<b>Last day to drop</b>	Feb. 5
<b>Spring Break</b>	Mar. 11 – Mar. 17
<b>Last day of classes</b>	May 6
<b>Exam Period</b>	May 8 – May 15

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**Grading:** Your final grade will be calculated as follows (total 100 points):

Attendance/Participation: 10 points

Mid-Term Exam: 15 points

Final Exam: 20 points

Analytic Exercises: 40 points (total of 4 @10 points each)

Paper or Presentation: 15 points

### Grading Scale

<b>Letter Grade</b>	<b>Total Points</b>	<b>Letter Grade</b>	<b>Total Points</b>
A+	97 – 100	C+	76 - 79
A	93 – 96	C	72 - 75
A -	90 – 92	C-	70 - 71
B+	86 – 89	D	65 - 69
B	82 – 85	F	64 & below
B-	80 – 81		

## Exams/Assignments

The midterm and final exams will be a combination of short answer, multiple choice, fill-in-the-blanks and essay. Make-up exams will only be given under exceptional, unavoidable circumstances with proper documentation.

**Assignments/papers must be turned in on time to receive full credit.** In the event a situation arises affecting your ability to complete an assignment on time, contact me in advance to discuss an extension. **Please be honest about your situation** and I will work with you to find a solution.

### Case Analysis Paper or Case Analysis Presentation (choose only one to complete)

Students are to locate and research a criminal case and apply a minimum of two structured analytical techniques to that case. More specific details will be provided in class and on BlackBoard.

### Bad Weather and Other Emergencies

Check Mason's homepage at [www.gmu.edu](http://www.gmu.edu) to see if classes are cancelled for inclement weather or other emergency circumstances. You can also register for Mason's emergency alert system at <https://ready.gmu.edu/masonalert/>. If I have to cancel class, I will email you ASAP at your GMU email address. It is recommended you check your email prior to departing for class.

### Exam Schedule

Exam	Week	
Exam #1	Week 7 – March 8, 2019	Mid-Term Online
Exam #2	Week 16 – May 10, 2019	Final Exam Online

### Assignment Schedule

Assignment	Open	Due
Assignment #1	Week 1 – January 25, 2019	February 8, 2019
Assignment #2	Week 5 – February 22, 2019	March 1, 2019
Assignment #3	Week 10 – March 29, 2019	April 5, 2019
Assignment #4	Week 12 – April 12, 2019	April 26, 2019
Case Analysis Project	Week 5 – February 22, 2019	May 3, 2019

**Course Outline – Tentative & Subject to change.**

DATE/WEEK	TOPIC	READING/ASSIGNMENT
Week 1 January 25, 2019	Introduction to Course Job of an Intel Analyst	Assignment #1 Open <b>DUE: February 8, 2019</b>
Week 2 February 1, 2019	Psychology of Terrorism Critical Thinking/ Cognitive Biases	Psychology of Intelligence Analysis Chapter 4, 6, 9 Structured Analytic Techniques Chapter 1
Week 3 February 8, 2019	Online Discussion Post/lecture <b>*No on campus meeting today*</b>	<b>Participate in online discussion post</b> <b>Assignment #1 DUE</b>
Week 4 February 15, 2019	Analytical Techniques Part I <b>Pizza Bomber Case</b>	Structured Analytic Techniques Chapter 3-7
Week 5 February 22, 2019	Analytical Techniques Part 2 <b>Pizza Bomber Case</b> <b>Continued</b>	Structured Analytic Techniques Chapter 8-11 <b>Assignment #2 Open</b> <b>DUE: 03/01/2019</b>
Week 6 March 1, 2019	Case Study focus on SAT in action: <b>Anthrax Killer Class Exercise</b>	Anthrax Killer Case Study Chapter 2 page 21 – 41 (Beebe & Pherson) <b>Assignment #2 DUE</b>
Week 7 March 8, 2019	<b>MID-TERM EXAM</b>	No on-campus meeting – Exam is to be taken online during class time
Week 8 March 15, 2019	<b>SPRING BREAK</b>	NO CLASSES HELD
Week 9 March 22, 2019	Case Study focus on SAT in action: <b>Case #1 - San Bernardino Shooting: An Analyst's Perspective &amp; Case #2 - Cyber H2O</b>	Bringing Calm to the Chaos (on BlackBoard under Resources) Cyber H2O Chapter 3 pages 43 - 59

Week 10 March 29, 2019	Case Study focus on SAT in action <b>Jonathan Luna Case</b> Class discussion/exercise	Who Murdered Jonathan Luna? Chapter 7 pages 123 – 140 <b>Assignment #3 Open</b> <b>DUE: 4/5/2019</b>
Week 11 April 5, 2019	Case Study focus on SAT in action <b>Death in the Southwest</b> Class discussion/exercise	Death in the Southwest Chapter 9 pages 163 – 180 <b>Assignment #3 DUE</b>
Week 12 April 12, 2019	Case Study focus on SAT in action <b>Atlanta Olympics Bombing</b> Class discussion/exercise	The Atlanta Olympics Bombing Chapter 10 pages 181 – 198 <b>Assignment #4 Open</b> <b>DUE: 04/26/2019</b>
Week 13 April 19, 2019	Case Study focus on SAT in action <b>DC Area Snipers</b>	Case Study focus on SAT in action The DC Area Snipers Chapter 11 pages 199 – 216
Week 14 April 26, 2019	<b>Equivocal Death Analysis: Captain Hess Death Case Study</b> Class discussion/exercise	Documents provided on BlackBoard – See Capt. Hess EDA <b>Assignment #4 DUE</b>
Week 15 May 3, 2019	<b>Course Wrap</b> Case Analysis Presentations from students	<b>Case Analysis Paper or Class Presentation Due</b>
Week 16 May 10, 2019	<b>FINAL EXAM</b>	No in-class meeting – Exam is to be taken online during class time