

# The Institute of World Politics

*A Graduate School of National Security and International Affairs*

*2011-2012 Catalog and  
Student Handbook*

The Institute of World Politics Press  
Washington, D.C.

Copyright © 1990-2012 The Institute of World Politics.

All rights reserved.

The Institute reserves the right to change, delete, or add to any information contained in this Catalog. This Catalog supersedes all previous editions.

Printed in the United States of America.

## A Message from the President

Welcome to The Institute of World Politics, a graduate school devoted to the study of statecraft, national security, and international affairs. Statecraft is the use of the various instruments of power in service of national interests and purposes, including the cause of peace with freedom and justice.

The Institute was founded to fill a major national need: to supply professional education in statecraft, national security, and foreign policy that no other school offers and that few people in government acquire except haphazardly by on-the-job experience over the course of an entire career.

We emphasize the development of a capacity to think strategically so as to detect and understand threats and political-strategic opportunities; prevent, manage, mitigate, resolve, and prevail in international conflicts; match the ends and means of policy; and to do all this in ways that minimize the necessity of using force.

At the Institute, we believe that when governments resort to force it is often a sign of the failure effectively to use the many non-military instruments of power. Thus, we maintain that the most fruitful study of statecraft involves study of all the instruments of power – including several that are often neglected – and how they must be used ethically and prudently. When force must be used, we believe that it must be strategically integrated with these other instruments in order to achieve policy goals most effectively and with minimum loss of life.

At IWP, the study of statecraft rests on a foundational curriculum of selected liberal arts that today are seldom mastered sufficiently for purposes of successful professional work in the most sensitive functions of government.

Our curriculum is designed to serve three corollary purposes, each of which we believe is essential to effectiveness in statecraft. One is the cultivation of realism about human nature and the nature of world politics, in order to avoid a recurring tendency toward wishful thinking or willful blindness – what Solzhenitsyn called “the desire not to know,” or what Orwell described as “the will to disbelieve the horrible.” The second is the cultivation of civic virtue and a proper sense of responsibility in the use of power. The third is to instill a spirit of idealism – especially a spirit of service to the public in the defense of civilization. Each of these constitutes an essential part of a time-honored yet contemporary desideratum: character-building education in moral leadership.

Our faculty is truly unique, consisting of professors who not only have the necessary academic credentials, but also substantial experience as practitioners, particularly at the senior levels of government, in the subjects which they teach.

Our location in Washington, D.C. – just blocks from the White House and minutes from the Pentagon, State Department, and other related agencies – has assisted the Institute in

establishing an extensive network of current and former senior officials in all branches of government, who are included as guest lecturers in many of our courses.

The Institute has successfully established itself in the nation's most competitive foreign affairs education market, offering a curriculum that is particularly useful to current and aspiring professionals in the relevant fields. The fact that students enrolled for several years at a time when the Institute had not yet launched its Master's degree program reveals that they found something here more than just formal academic credentials – they found education worth pursuing for the value it adds to professional work in the field. Today, IWP offers three degrees and eight certificates from which to choose.

In recent years, our nation has been reawakened to the need for concern about matters of war and peace, and has recognized anew that national security and peace are the highest public policy priority, upon which everything in our national life depends. In response to this enhanced awareness, The Institute of World Politics is prepared to help educate a new generation of leadership for the nation and the world.

John Lenczowski, Ph.D.  
Founder and President

# 1

## About The Institute of World Politics

### **Mission Statement**

The Institute of World Politics is a graduate school of national security and international affairs, dedicated to developing leaders with a sound understanding of international realities and the ethical conduct of statecraft, based on knowledge and appreciation of the principles of the American political economy and the Western moral tradition.

### **History and Accreditation**

Founded in 1990, the Institute began offering summer courses in 1992 and expanded to a year-round program in 1994. In 1998, the Institute began offering Certificates of Graduate Study, and in January 2001 the school launched its Master of Arts degree program. The Institute's first Master's degree candidates received their diplomas in November 2002.

From 1991 until 2005, the Institute was affiliated with Boston University. During that time, however, the two institutions were entirely separate and the Institute's Master of Arts degrees and certificates were awarded solely by The Institute of World Politics. This affiliation concluded on December 31, 2005 when the Institute became wholly independent of the University.

Since 2006, the Institute has been accredited by the Middle States Commission on Higher Education ([www.msche.org](http://www.msche.org)). In 2009, the U.S. Department of Education approved the Institute to be a participant in the Title IV federal student loan program. Also, in that same year, the Department of Veterans Affairs approved the Institute as an eligible recipient of education benefits by qualified students.

The Institute is a participating member in the following organizations: American Council on Education (ACE), American Association of Collegiate Registrars and Admissions Officers (AACRAO), Council for Advancement and Support of Education (CASE), National Association of College and University Business Officers (NACUBO), Servicemembers Opportunity Colleges (SOC), Association of the U.S. Army (AUSA), National Military Intelligence Association (NMIA), Association for Intelligence Officers (AFIO), and the Armed Forces Communications and Electronics Association International (AFCEA International).

The Institute is a 501(c)(3) non-profit, tax-exempt educational institution, and is licensed by the District of Columbia Education Licensure Commission. It is supported solely by

tuition and donations from foundations, corporations, and individuals. Contributions to the Institute are tax-deductible to the extent permitted by law.

### **The Institute's Raison d'Etre**

The Institute was founded to fill a major national need for professional education in statecraft and national security affairs that in our estimation has not been filled satisfactorily by any other institution of higher learning.

The logic underlying the Institute's curriculum proceeds first from a concern that many instruments of power are rarely studied before people conduct professional work in the various fields. This is very much a function of the regnant foreign policy and national security cultures, with their established career patterns and incentives focusing excessively on arms, money, and the diplomacy concerning them, while neglecting many other instruments of statecraft that are decisive in the successful pursuit of a secure peace. It also derives from patterns of education and research in the academic and public policy research worlds that, for various reasons, exclude the study of certain instruments of power.

These other instruments, which must be strategically integrated with military and economic capabilities, principally involve the non-material elements of power, such as: the use of ideas and information; respecting the dignity of foreign peoples; keeping faith with allied peoples and countries; maintaining a wide array of human relationships; and the exercise of leadership, including the cultivation of patriotism, civic virtue, moral and strategic clarity, the exhibition of the will to defend national interests, and standing for certain first principles. It is mastery of such instruments that enables statesmen to prevent war successfully and secure vital national interests while minimizing the need to use force.

Other examples of instruments of statecraft suffer neglect, underutilization, or distortion due to lack of study or the influence of bureaucratic-political culture within government agencies:

- One is public diplomacy and its many components. The current practice of diplomacy focuses disproportionately on relations with foreign governments. Meanwhile, high-level strategic attention and academic study are almost never devoted to relations with foreign publics through such vehicles as international broadcasting, information programs, exchanges, visitors programs, cultural diplomacy, and various forms of political action. Yet, it can be argued that today, in an information-based age of mass communications and mass movements, the dynamics of international politics – especially from a long-term perspective – rest more on public diplomacy than on relations with governments.
- Perhaps the most important element of U.S. public diplomacy over the years has been the American message of freedom, hope, opportunity, and concern about the welfare of others, with the attendant policy of not seeking conquest or domination. When this message is accompanied by a policy of treating foreign peoples with dignity, respect, and

justice, it is arguably one of the most powerful political messages that can be transmitted on the world stage. But when this message is either not sent, obscured by failure to transmit any of its components, or compromised by policy actions that undermine natural sympathy for these ideas, relations with foreign publics can severely deteriorate. The systematic failure to include a significant public diplomacy component into national-level integrated strategy is all the more deplorable in light of the spectacular strategic successes of this form of diplomacy in the past.

- Defense against foreign propaganda, deception, and covert political influence operations is a related neglected field. Perceptions management of these types is a major preoccupation of the statecraft of many foreign countries and movements. In contrast to normal public diplomacy, it often involves dishonest manipulation of the truth. Despite the remarkable effectiveness of these activities, the United States and other Western countries have systematically failed to study the entire subject of propaganda and foreign political influence operations and to develop defenses against them. The result has been a greater vulnerability to foreign attempts to distort accurate perceptions of reality and to influence policies that result from those perceptions.

- As diplomacy has been frequently bereft of a public diplomacy dimension, so too has defense strategy been missing a strong integration with the political and psychological dimensions of military art. While the U.S. Army does have a psychological operations group (now called “Military Information Support Operations”), as well as Special Forces skilled in the “hearts and minds” dimensions of counterinsurgency warfare, these capabilities have historically been a tertiary consideration in overall defense planning. Until recently, the same could be said of various types of civil-military operations and stability operations involving such things as: reconstruction; medical, education, and agricultural assistance; inter-religious dialogue; and other forms of community relations. Similarly, political warfare and the capacity to conduct “wars of ideas” are orphans in the defense and foreign policy establishments in the United States (and other Western democracies), with no agency or policy leadership specifically charged with a continuing responsibility for such activities, especially in their strategic dimensions.

- Another neglected element of statecraft is the proper incorporation into national strategy of the lessons of history. American universities have presided over a significant decline in the study of history, particularly intellectual, political, religious, diplomatic, military, and economic history. Insofar as any aspect of history has been promoted in recent years, it has been social history, but all too often bereft of the larger political context. Particularly severe has been the lack of focus on military history. The consequences of this trend can only be damaging to our nation’s ability to conduct its national security policy. The study of military history reveals not simply the lessons of the actual conduct of wars, but those concerning the causes and political-diplomatic circumstances of wars. Ignorance of military history has affected not only military performance but also the decision making of civilian authorities who have been involved in launching military engagements. Given that errors in matters of war and peace are the most costly errors that can be made by our national leaders, prudence should dictate greater professional knowledge of one of the most important relevant fields of study.

- While diplomatic history is a longstanding field of study – albeit precipitously less so in recent decades – the art of diplomacy is rarely studied. Cultivation of this art is usually done through on-the-job training. It is thus very much a function of the bureaucratic cultures of the U.S. Department of State and other foreign ministries, which rarely integrate it with other instruments of statecraft. For example, while diplomats are frequently involved in decisions to use force, they rarely study military strategy and its proper integration with diplomacy and political action.

- In the field of economics, foreign policy practice has historically focused principally on trade, aid, and finance, while neglecting other elements of economic strategy such as: financial and technological security policy; strategic materials policy (including energy policy); defense industrial infrastructure policy; sanctions, boycotts, and embargoes; the use of monetary policy as a weapon; other offensive and defensive elements of economic warfare; and the integration of economic statecraft with public diplomacy.

- In the specific field of foreign aid and development, assistance to foreign governments to secure political support of foreign policy – while often a worthy strategy – usually serves as a substitute for aid that truly ameliorates the condition of impoverished peoples. When the U.S. grants anti-poverty aid, it has historically given financing to state-directed (rather than private) development projects. While that situation has undergone some change, the continuing logic of aid strategy may have the effect of encouraging the recipient state to make investment decisions according to political rather than economic criteria, thus fueling cronyism and corruption, and the continued or even increased impoverishment of the population. Creative strategies for humane, market-oriented solutions that result in permanent job creation and the elimination of misery are difficult to implement. This is partly explained by the tendency to ignore the public diplomacy elements of foreign economic policy.

- Until recent years, few intelligence officers have studied intelligence before embarking on a career in this field. While this has changed slightly with the rise of intelligence studies in various universities, it still remains the general rule. Elements of this subject that are rarely studied are the history of intelligence, the relationship between intelligence and policy, intelligence epistemology, deception, the role of cultural bias in analysis, and “opportunities intelligence”-i.e., that which concentrates not such much on threats but on information that can assist the exploitation of political, diplomatic, military, or economic opportunities.

- Counterintelligence has been another severely neglected subject, despite the fact that poor counterintelligence can allow a nation’s military superiority to be vitiated by an inferior power with a superior intelligence strategy. Counterintelligence is usually subordinate to intelligence collection in the scale of priorities in the intelligence communities of the United States and other Western nations. This is explained by the fact that counterintelligence involves, among other things, quality control of intelligence collection, an activity that raises the possibility that intelligence agencies have been deceived or penetrated by hostile intelligence services. Meanwhile, U.S. intelligence

collection has focused principally on technical methods to the neglect of human sources. Analysis of foreign realities, whether conducted by intelligence analysts or diplomats, has focused excessively on material capabilities rather than the political, ideological, religious, cultural, and psychological categories that reveal the intentions and purposes of foreign powers. What analysis there is of these non-material categories has historically suffered from dangerous “mirror-image” perceptions that assume that foreigners are “just like us” and that their views of what constitutes “reasonable” behavior are equal to our own.

- Few study protective security policy – the setting of national priorities of valued assets that must be protected, as well as cost-benefit analysis of alternative policies – before going into professional work in this increasingly important field.
- Very few study immigration, refugee, and asylum policies before entering the profession. These topics are intimately related to the similarly neglected subjects of public diplomacy and protective security policy.
- Finally, in teaching the instruments of statecraft, the Institute believes that it is necessary to cultivate integrated strategic thinking. For most practitioners of statecraft who are involved principally in the implementation of tactical components of a larger strategic policy, this means being able to understand the strategic context. When properly understood, the making and implementation of policy can be done in concert, rather than at odds, with overall national strategic objectives.

### **Educational Philosophy**

As a professional school specializing in the art of statecraft, The Institute of World Politics teaches the use of the various instruments of power. The Institute, however, recognizes that power, like liberty, can be misused and abused, and therefore its use must be accompanied by responsibility. As Theodore Roosevelt observed, “To educate a man in mind but not in morals is to educate a menace to society.” Thus, the Institute’s educational philosophy is guided by a recognition that education in ethics and civic virtue is a necessary prerequisite to the responsible conduct of statecraft.

The Institute’s philosophy proceeds first from a recognition that peace and security are the essential prerequisites for all functions of civil society, and that nothing in our public life – neither domestic governance, commerce, the exercise of civil liberties, nor organized charitable work – is possible without them.

Following from this, the Institute believes that current and future leaders must be educated so as to have deep understanding of the nature of peace. The Institute does not have a utopian view of peace. It recognizes that the achievement of peace requires an understanding of the structure of human communities and how such structure must take into account the realities of human nature – especially the human capacity to commit wrongs against one another. It is for this reason that laws are needed in human affairs, as well as instruments of coercion to enforce those laws both domestically and

internationally. In a culture that has largely abandoned the serious study of tragedy and the human frailties that underlie it – in both history and literature – the Institute teaches that the conduct of statecraft must take these realities of the human condition into account.

However much this realism in assessing the worst side of human nature is necessary for effective efforts to achieve peace, on its own it can produce an excessive focus on the instruments of force while ignoring other tools of statecraft. Thus, a truly realistic view of human behavior must include a proper recognition of the best side of that nature: man's capacity for truth, justice, mercy, forgiveness, and that love of neighbor that transcends the requirements of justice. It is this view that will incline the integrated strategic thinker to incorporate diplomacy and other instruments into national strategy before resorting to coercion.

The Institute recognizes that opposing concepts of human nature and the perfectibility of man also lie at the root of different political philosophies, and that the American system is explicitly based on the concept, articulated by James Madison, in *Federalist 51*, that “if men were angels no government would be necessary.”

Proceeding from this premise of a moral quality to human nature, the Institute's curriculum is based on recognition of the necessity for education in natural law, i.e., what C.S. Lewis has called “The Law of Decent Behavior,” deriving from the Western, Greco-Roman, Judeo-Christian moral tradition. Thus, the Institute, above all, is dedicated to, and encourages, the search for truth. This means that the Institute recognizes that there is such a thing as truth and that truth is not relative. It thus recognizes the existence of historical facts that are true regardless of the perspective of observers of those facts.

A corollary to this principle is that the Institute is dedicated to, and cultivates, the understanding of objective moral standards and believes that justice and respect for human rights, as prerequisites for peace and security, cannot logically exist without the existence of these underlying standards.

Another corollary of this perspective is the recognition of the intrinsic dignity of the human person, no matter what his or her background or condition. The Institute believes that recognition of this inherent dignity militates against treating other human beings either as cogs in the wheel of some ideological system, as faceless enemies, or as less-than-human objects that can be manipulated, exploited, or destroyed.

In light of this recognition of ethical standards and human dignity, the Institute cultivates personal and civic virtue as part of its larger mission of moral leadership. Such virtues include: honor, integrity, courage, fortitude, loyalty, reliability, determined dedication to mission, modesty and humility, perseverance, and prudence. This concern for character development and moral leadership stands in contrast to a national cultural trend where questions of virtue and honor are overshadowed by utilitarian formulae for success.

The school's curriculum is also based on the premise that representative democracy with equality before the law is rare in human history, that it is worth defending, and that statecraft in service of democracy requires special educational preparation that is distinct from education in service of non-democratic forms of government.

Another underlying premise is that one cannot effectively defend a country and civilization that one neither understands nor appreciates. Hence, the Institute ensures that its students are educated in: the American founding principles of representative democracy, including human rights and the rule of law; the principles of Western political economy, particularly those that explain economic success; the underlying historical and philosophical bases for those principles; and the role of those principles in U.S. foreign policy. While the Institute is an American school, dedicated first to the education of Americans, it encompasses within its vision the mission of educating non-American students to be effective in the defense of "decent civilization" even if it is not American or Western.

Finally, the Institute attempts to cultivate a spirit of service and civic duty among its students. It seeks to inspire them to recognize that there are causes higher than oneself, and that service to others and to a cause such as peace with freedom and justice is an honorable and ultimately fulfilling career path.

### **What Is Unique About The Institute of World Politics**

The Institute of World Politics (IWP) is unique among graduate schools, filling several educational needs with a curriculum offered by no other academic institution in America, and perhaps the world.

This curriculum is designed to prepare students to be effective leaders in statecraft, national security, and foreign policy. It includes the study of all the instruments of power and how these instruments are integrated at the level of grand strategy. These include: diplomacy; military strategy; opinion formation and public diplomacy; intelligence and counterintelligence; psychological strategy; political action and political warfare; economic strategy; moral suasion and other forms of "soft power;" and effective leadership.

The Institute's curriculum exposes students to the full spectrum of international realities, including history, political culture, the practices of foreign powers (including those that exceed traditional diplomatic norms), current and potential threats, and the strategic role of ideas, values, and belief systems in world politics. In doing so, the Institute's courses examine subjects that the academy, the official foreign policy and national security culture, and its training centers, rarely do on a systematic basis.

The Institute has some of the best instructors in the world in their respective fields. These include ambassadors, senior intelligence officials, military officers, presidential advisers, and senior congressional staff members. Almost all are scholar-practitioners with both academic credentials and high-level governmental and nongovernmental experience in

the subjects they teach. Each course is taught by a principal professor. Many courses have occasional guest lecturers, many of whom are prominent figures in government and the broader policy community. Several of the faculty occupy senior positions in government, but continue to teach at the Institute as well.

The Institute's student body includes recent graduates of colleges and universities from the United States and around the world and a mix of mid-career professionals from government, the armed forces, industry, and foreign embassies and governments, whose various perspectives enrich the classroom experience. IWP has special relationships with several U.S. government agencies and the U.S. Armed Forces, which send their personnel to the Institute for study in degree programs, certificate programs, fellowships, and internships. The U.S. Naval War College has approved 92 percent of the Institute's courses as eligible electives for its students. The U.S. Army has qualified IWP as one of seventeen academic institutions eligible to host colonel-ranked officers as Senior War College Fellows, where a tour at IWP substitutes for attending the Army War College.

Finally, the educational philosophy of the Institute, based on a recognition of the need to cultivate civic virtue and responsibility in the exercise of power, distinguishes itself from the widespread utilitarianism, relativism, and moral neutrality present in our culture. All these factors unite to create the unique purpose, curriculum, philosophy, and method of instruction that are to be found at The Institute of World Politics.

### **Curriculum Overview**

The Institute offers Master's degree, certificate, and continuing education programs with a professional curriculum covering the various elements of statecraft. Its curriculum also includes an interdisciplinary foundational course of study of the relevant elements of comparative political culture, Western moral precepts, practical political economics, and political and diplomatic history.

The Institute's curriculum has six major components:

1. The study of all of the elements of statecraft, including: the arts of war, peacemaking, and diplomacy; public diplomacy and cultural diplomacy; psychological strategy and political action; economic strategy; intelligence and counterintelligence; the exercise of intangible instruments of power such as moral leadership, will-power, courage, rhetoric, etc.; and the integration of such elements into overall national strategy.
2. The study of diplomatic history, salient elements of comparative political culture, ideology and religion, the practices of foreign powers, and developments that affect the security interests of the United States. This component focuses on the often-neglected role and consequences of ideas in international politics. It also includes the study of unpleasant realities of international affairs, such as: treaty violations; massive violations of human rights; terrorism; disinformation, strategic deception, and psychological warfare; economic warfare; espionage; and other instruments employed by authoritarian

regimes, terrorist groups, and transnational movements that the United States is likely to encounter in the world.

3. The review of fundamental principles of American political philosophy, including: democratic republicanism, limited government, individual rights, private property, the rule of law, and morally-ordered political/economic liberty.

4. The study of the Western moral tradition and the application of ethics to policymaking and the use of power.

5. The study of economics, including economic statecraft and the salient elements of economic theory and history necessary for those working in the defense, intelligence, and foreign affairs communities.

6. Character-building education that encourages those who pursue public service to cultivate those qualities necessary for statesmanship and moral leadership.

### **Benefits of Studying at IWP**

Students at the Institute attend small, seminar-style classes, where the student/faculty ratio is 12:1. They learn from a distinguished faculty of scholar-practitioners with significant, high-level experience in policymaking. Many classes also feature guest lecturers, many of whom are current and former senior government officials who impart their practical knowledge. Discussion and lectures are enriched by insightful anecdotes and lessons learned by participants in recent historical events.

Because of its location in Washington, D.C., students are offered direct access to the heart of the U.S. foreign policy community and interaction with many of its leaders. Speakers at the Institute, whether faculty, guest lecturers, or speakers at extracurricular functions to which students are invited, are drawn from the highest ranks of the U.S. government, as well as from embassies, other governments, and domestic and international organizations specializing in national security affairs.

The Institute's unique courses offer specialized professional education not available elsewhere. All courses enhance students' capacity to understand and address major current issues. Students frequently learn from their classmates, some of whom are officials in agencies of the U.S. and foreign governments. They often receive career advice from, and establish valuable contacts with, fellow students, their professors, and the guest faculty.

Finally, the Institute's career services program helps place students in professional positions in government service, government contracting companies (many of which perform work that used to be done within government but is now "outsourced"), and other relevant private or international organizations. IWP students have enjoyed consistent success in competing for selective jobs in all these various institutions.

## **Campus Location and Buildings**

The Institute is located at 1521-1525 16th Street, NW, in central Washington, D.C., in the historic Marlatt mansion and the adjoining Bently Hall, eight blocks north of the White House, four blocks east of the Dupont Circle Metro (subway) station, and half a block from Metrobus stops located at the corner of 16th and P Streets, NW. Restaurants, shops, embassies, and national tourist attractions are within walking distance. Limited free parking is available in a lot near the Institute after 6:00 p.m., while limited on-street parking is available throughout the day.

### *Marlatt Mansion*

The main building (1521 16th Street, NW) is the historic, three-story red brick Marlatt mansion. Its first or main floor includes two lecture halls, a large foyer with a waiting area for guests, and the Office of Student Affairs. The second floor has faculty offices. The third floor houses most of the administration. The lower or basement level includes the Registrar's Office, Office of Financial Aid, another classroom, the student lounge, and additional staff and faculty offices.

### *Bently Hall*

In 1998, the adjacent two buildings (at 1523/1525 16th Street, NW) were completely renovated and united into Bently Hall, a modern, four-story building with restored historic façades. The Institute's library is located on the basement level and first floor of this building. There is a classroom on the basement level and a seminar room on the first floor. Students' computer workstations are also on the first floor, along with the offices of the library and other professional staff.

### *Library*

The Institute's library, located on the basement level and first floor of Bently Hall, currently contains more than 30,000 volumes, including thousands of rare and out-of-print national security books and documents from the American Security Council Foundation and from former senior government officials. In June 2002, the Institute received the gift of the extraordinary private library of William J. Casey, the late Director of Central Intelligence.

In addition to a basic collection of foreign affairs periodicals and reference works, the IWP library has several specialized resources. These include collections of books in: U.S. foreign policy; U.S. intelligence and counterintelligence; and primary-source Cold War materials in Soviet/Russian/East European affairs and U.S. internal security.

High-speed internet access is also available to students and faculty. Electronic resources include thousands of journals and other periodicals in databases offered by EBSCO Host, as well as e-books, newspapers, and other materials. Topical pathfinders are being developed by the IWP library to assist researchers. The library is open Monday through

Thursday, 10:00 a.m.-10:00 p.m., Friday, 10:00 a.m.-6:00 p.m., and Saturday 12:00-5:00 p.m. Please contact the librarian for extended hours when classes are in session. Students must have a valid Institute ID card to enter and check out materials. Photo ID cards are made during the first week of classes.

*Online Bookstore*

Students may purchase textbooks online through the Institute's website ([www.iwp.edu](http://www.iwp.edu)). Reading lists for each class are posted prior to the start of the semester. Some classes also require textbooks that are on reserve in the Institute's library.

# 2

## Academic Programs

### **Master of Arts**

The Institute currently offers three Master's degrees – M.A. in Strategic Intelligence Studies, M.A. in Statecraft and National Security Affairs, and M.A. in Statecraft and International Affairs. These are professional degrees designed for students who intend to pursue a career in the intelligence, national security, or international affairs fields. Students may be enrolled full-time (nine or more credit hours per semester) or part-time (less than nine credit hours per semester) and must complete their degree in five calendar years or less.

#### *Comprehensive Examinations*

As students approach the completion of their program, they are required to take and pass an oral comprehensive examination and then a written comprehensive examination (students in the Statecraft and International Affairs degree must also pass a language proficiency exam). Students must register for the comprehensive exams with the Assistant Dean of Student Affairs by November 1 of the academic year in which they intend to graduate. Comprehensive exams must be taken between December 1 and April 15. Students who wish to take the exams at a time other than during the testing period must receive permission from the Assistant Dean of Student Affairs. The language proficiency exam must be taken at least one month prior to graduation. Comprehensive exam review sessions are held periodically throughout the year.

#### *Requirements for Graduation*

To be eligible for the degree, each M.A. student will be required to:

1. Complete the Application for Graduation (available on-line or from the Office of Student Affairs);
2. Have fulfilled all credit and course requirements for the degree. This includes completing all outstanding Incomplete grades;
3. Pass the oral and written comprehensive examinations;
4. Pass a language proficiency exam (for the M.A. in Statecraft and International Affairs);  
and
5. Have no outstanding tuition or fee balances.

Students who complete all the above requirements are invited to participate in the annual commencement ceremony. (Only one exception will be allowed to the above requirements: if only one course remains to be taken or to be completed via the resolution of an Incomplete grade, students may participate or “walk” in the commencement ceremony.) Degrees are conferred three times per year: January 1, at the annual commencement in May, and August 1.

### **Master of Arts in Strategic Intelligence Studies**

This degree is designed for well-qualified students who seek careers in the intelligence field, as well as professionals whose agencies or clientele are charged with the acquisition and interpretation of intelligence. It features courses in fundamental intelligence disciplines, such as analysis and epistemology, intelligence collection, and deception. The program equips the student with all of the requisite tools and knowledge, required and anticipated, that are necessary for professional success in the field.

Because this program substitutes advanced intelligence courses for the Core Curriculum Statecraft courses, applicants for this degree must already have significant academic background in the political science and international affairs disciplines. The Admissions Committee will consider and evaluate an applicant’s previous work in this area in its decision on admission.

Candidates for this degree are required to complete a minimum of fifty-two credit hours of coursework: sixteen hours of core courses, twenty hours of courses in intelligence and statecraft, and sixteen in intelligence specializations. A majority of the core courses should be completed prior to other courses.

#### *Foreign Language Option*

Candidates for this degree are not required to pass a language proficiency examination. However, foreign language training is still encouraged. Students may contact the Office of Student Affairs for a list of foreign-language providers.

#### *M.A., Strategic Intelligence Studies Course Requirements*

##### *Core Courses (All required)*

- IWP 642 Economics for Foreign Policy Makers *Two credits*
- IWP 634 Geography and Strategy *Two credits*
- IWP 608 American Founding Principles and Foreign Policy
- IWP 627 International Relations, Statecraft, and Integrated Strategy
- IWP 615 Western Moral Tradition and American Foreign Policy

##### *Courses in Intelligence and Statecraft*

Fundamental Course

- IWP 605 Intelligence and Policy

#### Intelligence Collection

- IWP 656 Intelligence Collection OR IWP 632 U.S. Intelligence in the Cold War and Beyond

#### Intelligence Analysis

- IWP 652 Estimative Intelligence Analysis and Epistemology

#### Counterintelligence and Security

- IWP 610 Counterintelligence in a Democratic Society

#### Propaganda, Deception, and Influence

- IWP 631 Foreign Propaganda, Perceptions and Policy OR IWP 641 Political Warfare: Past, Present, and Future OR IWP 637 Public Diplomacy and Political Warfare

Note: For the following two specializations, students must take a total of four courses, including at least one course in each specialization.

#### *The Art of Intelligence*

- IWP 612 American Intelligence and Protective Security: An Advanced Seminar
- IWP 640 Cultural Implications for Strategy and Analysis
- Intelligence Warning and Forecasting (*Under development*)
- IWP 648 Military Intelligence in Modern Warfare
- IWP 607 Nuclear Weapons Proliferation
- IWP 655 Technology, Intelligence, Security, and Statecraft

#### *Counterintelligence and Foreign Intelligence*

- IWP 659 Al-Qaeda's Enemy Threat Doctrine
- IWP 646 American Counterintelligence and Security for the 21st Century
- IWP 647 Case Studies in Counterintelligence Operations
- IWP 622 Comparative Intelligence Systems: Foreign Intelligence and Security Cultures
- IWP 654 History of FBI Counterintelligence
- Homeland Security and Intelligence (*Under development*)
- IWP 644 Spies, Subversion, Terrorism, and Influence Operations
- IWP 633 Terrorism and Counterterrorism

### **Master of Arts in Statecraft and National Security Affairs**

This degree is designed for students currently in the intelligence or national security communities or for those who wish to enter one of these career fields. It provides a comprehensive study of the theory and practice of intelligence and national security policy, process, and implementation, both in historical and contemporary perspectives. Significant attention is directed toward vital current policy issues as well as understanding foreign cultures and the practices of foreign powers.

Candidates for this degree are required to complete a minimum of fifty-two credit hours of coursework: thirty-six credit hours in the core curriculum and sixteen credit hours in a specialization. A majority of the core curriculum courses should be completed prior to those in the specialization.

#### *Foreign Language Option*

Candidates for this degree are not required to pass a language proficiency examination. However, foreign language training is still encouraged. Students may contact the Office of Student Affairs for a list of foreign-language providers.

### **Master of Arts in Statecraft and International Affairs**

This degree is designed for students who wish to focus on a broad understanding of the current world order, its history and trends, the theoretical and policy issues affected by international politics and culture, and the ideas and values that influence the behavior of state and non-state actors. Coupled with the language requirement, this degree prepares students for a wide range of careers, including foreign policy making and implementation, public policy research, journalism, and a variety of private sector professions.

Candidates for this degree are required to complete a minimum of fifty-two credit hours of coursework: thirty-six credit hours in the core curriculum and sixteen credit hours in a specialization. A majority of the core curriculum courses should be completed prior to those in the specialization.

#### *Foreign Language Requirement*

Candidates for this degree must demonstrate a proficiency in a strategically-important foreign language. Recognized languages include Arabic, Chinese, Farsi, French, German, Italian, Japanese, Portuguese, Russian, Spanish, and Turkish. For a complete list, please refer to our website ([www.iwp.edu](http://www.iwp.edu)) or contact the Office of Student Affairs. An M.A. in Statecraft and International Affairs will not be awarded until the candidate passes an exam at a proficient level (at least a “3+” on the Interagency Language Roundtable scale). Since the Institute does not have an in-house language program, students are referred to area language centers for training and testing. Please contact the Assistant Dean of Student Affairs for more information about the language requirement and a list of foreign-language providers.

Non-native speakers of English who are admitted to the M.A. program are exempt from this requirement and are not required to pass a language proficiency exam.

#### *M.A. Core Curriculum*

(for degrees in Statecraft and National Security Affairs and Statecraft and International Affairs)

#### *Core Courses (All required)*

- IWP 642 Economics for Foreign Policy Makers *Two credits*
- IWP 634 Geography and Strategy *Two credits*
- IWP 627 International Relations, Statecraft, and Integrated Strategy
- IWP 620 Twentieth Century Politics and Diplomacy
- IWP 615 Western Moral Tradition and American Foreign Policy

*Courses in Political Philosophy (One of the following is required)*

- IWP 608 American Founding Principles and Foreign Policy
- IWP 606 Ideas and Values in International Politics

*Courses in Statecraft (Four of the following are required)*

- IWP 636 The Art of Diplomacy
- IWP 609 Economic Statecraft and Conflict
- IWP 631 Foreign Propaganda, Perceptions and Policy OR IWP 637 Public Diplomacy and Political Warfare
- IWP 605 Intelligence and Policy
- IWP 628 Military Strategy: An Overview of the Theorists of Warfare
- IWP 601 National Security Policy Process
- IWP 625 Peace, Strategy and Conflict Resolution

*M.A. Specializations*

Students enrolled in the M.A. in Statecraft and National Security Affairs must choose from one of three specializations. Students enrolled in the M.A. in Statecraft and International Affairs must choose from one of four specializations. Four courses are needed to complete each specialization, including at least two required courses. Although the six core courses do not count toward a specialization, other core curriculum courses do. Double specializations are allowed within each degree. However, no more than two courses may be double-counted in the second specialization.

*M.A. in Statecraft and National Security Affairs  
Specialization in Intelligence*

*Required Courses*

- IWP 605 Intelligence and Policy
- IWP 631 Foreign Propaganda, Perceptions and Policy

*Elective Courses (Choose two)*

- IWP 659 Al-Qaeda's Enemy Threat Doctrine
- IWP 646 American Counterintelligence and Security for the 21st Century
- IWP 612 American Intelligence and Protective Security: An Advanced Seminar
- IWP 647 Case Studies in Counterintelligence Operations
- IWP 622 Comparative Intelligence Systems: Foreign Intelligence and Security Cultures
- IWP 610 Counterintelligence in a Democratic Society
- IWP 640 Cultural Implications for Strategy and Analysis
- IWP 652 Estimative Intelligence Analysis and Epistemology

- IWP 654 History of FBI Counterintelligence
- IWP 618 Information Operations and Information Warfare
- IWP 656 Intelligence Collection
- IWP 648 Military Intelligence and Modern Warfare
- IWP 641 Political Warfare: Past, Present, and Future OR IWP 637 Public Diplomacy and Political Warfare
- IWP 644 Spies, Subversion, Terrorism, and Influence Operations
- IWP 655 Technology, Intelligence, Security and Statecraft
- IWP 632 U.S. Intelligence in the Cold War and Beyond

*Specialization in National Security and Defense Studies*

*Required Courses*

- IWP 601 National Security Policy Process
- IWP 616 U.S. National Security Strategy and Emerging Threats
- One area-study course:
  - IWP 630 Chinese Grand Strategy: Foreign and Military Policy
  - IWP 653 The Contemporary Balkans
  - IWP 659 The Geopolitics of the Iranian Plateau and South Asia
  - IWP 604 Islam and Geopolitics in Eurasia
  - IWP 645 Islam in Contemporary Global Politics
  - IWP 603 Russian Politics and Foreign Policy
  - IWP 639 U.S.-African Relations
  - IWP 623 U.S.-Latin American Relations: Threats and Opportunities

*Elective Courses (Choose one)*

- IWP 659 Al-Qaeda's Enemy Threat Doctrine
- IWP 631 Foreign Propaganda, Perceptions, and Policy
- IWP 611 Immigration and National Security
- IWP 618 Information Operations and Information Warfare
- IWP 605 Intelligence and Policy
- IWP 648 Military Intelligence and Modern Warfare
- IWP 628 Military Strategy: An Overview of the Theorists of War
- IWP 607 Nuclear Weapons Proliferation: History, Technology, and Policy
- IWP 641 Political Warfare: Past, Present, and Future OR IWP 637 Public Diplomacy and Political Warfare
- IWP 633 Terrorism and Counterterrorism
- IWP 657 Theory and Practice of U.S. Counterinsurgency

*Specialization in Public Diplomacy and Political Warfare*

*Required Courses*

- IWP 631 Foreign Propaganda, Perceptions and Policy
- IWP 637 Public Diplomacy and Political Warfare
- One area-study course:
  - IWP 630 Chinese Grand Strategy: Foreign and Military Policy

IWP 653 The Contemporary Balkans  
IWP 658 The Geopolitics of the Iranian Plateau and South Asia  
IWP 604 Islam and Geopolitics in Eurasia  
IWP 645 Islam in Contemporary Global Politics  
IWP 603 Russian Politics and Foreign Policy  
IWP 639 U.S.-African Relations  
IWP 623 U.S.-Latin American Relations: Threat and Opportunities

*Elective Courses (Choose one)*

- IWP 606 Ideas and Values in International Politics
- IWP 618 Information Operations and Information Warfare
- IWP 619 Mass Media and World Politics
- IWP 641 Political Warfare: Past, Present, and Future
- IWP 629 Problems of Promoting Regime Change and Democracy
- IWP 901/902 Directed Study in Public Diplomacy or in Political Warfare

*M.A. in Statecraft and International Affairs*

*Specialization in American Foreign Policy*

*Required Courses*

- IWP 608 American Founding Principles and Foreign Policy
- IWP 635 History of American Foreign Policy
- IWP 638 U.S. Foreign Policy: Current and Future Challenges

*Elective Courses (Choose one)*

- IWP 609 Economic Statecraft and Conflict
- IWP 611 Immigration and National Security
- IWP 629 Problems of Promoting Regime Change and Democracy
- IWP 641 Public Diplomacy and Political Warfare
- IWP 632 U.S. Intelligence in the Cold War and Beyond
- An area-study course:
  - IWP 630 Chinese Grand Strategy: Foreign and Military Policy
  - IWP 653 The Contemporary Balkans
  - IWP 658 The Geopolitics of the Iranian Plateau and South Asia
  - IWP 604 Islam and Geopolitics in Eurasia
  - IWP 645 Islam in Contemporary Politics
  - IWP 603 Russian Politics and Foreign Policy
  - IWP 639 U.S.-African Relations
  - IWP 623 U.S.-Latin American Relations: Threats and Opportunities

*Specialization in Comparative Political Culture*

*Required Courses*

- IWP 640 Cultural Implications for Strategy and Analysis
- IWP 606 Ideas and Values in International Politics

- One area-study course:
  - IWP 630 Chinese Grand Strategy: Foreign and Military Policy
  - IWP 645 The Contemporary Balkans
  - IWP 658 The Geopolitics of the Iranian Plateau and South Asia
  - IWP 604 Islam and Geopolitics in Eurasia
  - IWP 645 Islam in Contemporary Global Politics
  - IWP 603 Russian Politics and Foreign Policy
  - IWP 639 U.S.-African Relations
  - IWP 623 U.S.-Latin American Relations: Threat and Opportunities

*Elective Courses (Choose one)*

- IWP 614 Comparative Government Analysis
- IWP 621 Democratization, Nation Building, and U.S. Foreign Policy
- IWP 649 Genocide and Genocide Prevention
- IWP 602 Nationalism and Islamism

*Specialization in Democracy Building*

*Required Courses*

- IWP 621 Democratization, Nation Building, and U.S. Foreign Policy
- IWP 626 Foundations of Political and Economic Freedom
- IWP 629 Problems of Promoting Regime Change and Democracy

*Elective Courses (Choose one)*

- IWP 608 American Founding Principles and Foreign Politics
- An area-study course
  - IWP 630 Chinese Grand Strategy: Foreign and Military Policy
  - IWP 653 The Contemporary Balkans
  - IWP 658 The Geopolitics of the Iranian Plateau and South Asia
  - IWP 604 Islam and Geopolitics in Eurasia
  - IWP 645 Islam in Contemporary Global Politics
  - IWP 603 Russian Politics and Foreign Policy
  - IWP 639 U.S.-African Relations
  - IWP 623 U.S.-Latin American Relations: Threat and Opportunities

*Specialization in International Politics*

*Required Courses*

- IWP 613 History of International Relations
- One area-study course:
  - IWP 630 Chinese Grand Strategy: Foreign and Military Policy
  - IWP 653 The Contemporary Balkans
  - IWP 658 The Geopolitics of the Iranian Plateau and South Asia
  - IWP 604 Islam and Geopolitics in Eurasia
  - IWP 645 Islam in Contemporary Politics
  - IWP 603 Russian Politics and Foreign Policy

IWP 639 U.S.-African Relations

IWP 623 U.S.-Latin American Relations: Threats and Opportunities

*Elective Courses (Choose two)*

- IWP 636 The Art of Diplomacy
- IWP 649 Genocide and Genocide Prevention
- IWP 606 Ideas and Values in International Politics
- IWP 619 Mass Media and World Politics
- IWP 602 Nationalism and Islamism
- IWP 625 Peace, Strategy and Conflict Resolution
- IWP 629 Problems of Promoting Regime Change and Democracy

*Second M.A. Degree*

Students who graduate with one of IWP's three M.A. degrees and wish to pursue a second M.A. degree must complete at least twenty-eight additional credit hours in the new degree, while fulfilling all necessary course requirements. An exact program of study must be determined in consultation with the Assistant Dean of Student Affairs. There is no additional application required; students must submit a letter to the Chairman of the Admissions Committee detailing their objectives in pursuing a second degree.

*Partnership Agreement with Georgetown ROTC*

The Institute of World Politics and the Georgetown University Army ROTC have established a partnership agreement in which cadets are enrolled in IWP's M.A. program while fulfilling their academic and military service obligations with the Army ROTC. Students can learn more about participating in this program by contacting the Office of Student Affairs, or by visiting the "HOYA Battalion" website. For a list of courses under the partnership agreement, please go to page 52 under "IWP/Georgetown ROTC Courses."

**Certificate Program**

The certificate program is designed for students who wish to pursue graduate studies but do not need a degree, and those students who already have an advanced degree yet need additional graduate credentials. It is intended to encourage students' continued professional growth, and to serve as a valuable indicator of achievement and knowledge for current and prospective employers and professional colleagues.

The Institute awards students a Certificate of Graduate Study upon successful completion of five courses (twenty credit hours) in one of the following eight areas: American Foreign Policy, Comparative Political Culture, Counterintelligence, Democracy Building, Intelligence, International Politics, National Security Affairs, and Public Diplomacy and Political Warfare. For each certificate there are at least two required courses, and these should be completed prior to the electives whenever possible. Students may choose the other courses needed to complete the certificate in any sequence unless otherwise noted

and as long as they comply with any prerequisites. Additionally, students must take all courses for credit, maintain a 3.00 GPA, and complete the certificate within three calendar years in order to be eligible for the certificate. Although there is some course overlap among the certificates, completed courses apply toward one certificate only. The Institute does not accept credit transfer for its certificate program.

Certificate students who are accepted into the M.A. program will be deemed M.A. students only and no longer certificate students. However, the Institute welcomes M.A. students seeking certificates in addition to their M.A. concentrations. Students must apply by submitting the Certificate Application Form to the Assistant Dean of Student Affairs. Courses taken for the M.A. degree cannot be applied toward a certificate.

Acceptance into a certificate program does not guarantee acceptance into the Master's program. Students interested in the Master's program should refer to "Changing to Degree Status" under "Admissions Requirements, Policies, and Procedures." No more than five courses taken prior to the granting of degree status may be credited toward the degree, and only if the grades received are B or higher.

#### *Certificate Completion Requirements*

To be eligible for the certificate, each certificate student will be required to:

1. Complete the Application for Graduation (available on-line or from the Office of Student Affairs);
2. Have fulfilled all credit and course requirements for the certificate. This includes completing all outstanding Incomplete grades; and
3. Have no outstanding tuition or fee balances.

Students who complete all the above requirements are invited to participate in the annual commencement ceremony in May.

#### *Certificate in American Foreign Policy*

This certificate is designed to provide an understanding both of the moral and philosophical principles underlying U.S. foreign policy as well as the history of its conduct since America became a world power. The program also covers selected policy issues.

#### *Required Courses*

- IWP 608 American Founding Principles and Foreign Policy
- IWP 635 History of American Foreign Policy
- IWP 638 U.S. Foreign Policy: Current and Future Challenges
- One area-study course:
  - IWP 630 Chinese Grand Strategy: Foreign and Military Policy

IWP 653 The Contemporary Balkans  
IWP 658 The Geopolitics of the Iranian Plateau and South Asia  
IWP 604 Islam and Geopolitics in Eurasia  
IWP 645 Islam in Contemporary Global Politics  
IWP 603 Russian Politics and Foreign Policy  
IWP 639 U.S.-African Relations  
IWP 623 U.S.-Latin American Relations: Threats and Opportunities

*Elective Courses (Choose one)*

- IWP 609 Economic Statecraft and Conflict
- IWP 611 Immigration and National Security
- IWP 629 Problems of Promoting Regime Change and Democracy
- IWP 637 Public Diplomacy and Political Warfare
- IWP 632 U.S. Intelligence in the Cold War and Beyond
- IWP 615 Western Moral Tradition and American Foreign Policy

*Certificate in Comparative Political Culture*

This certificate is designed for students seeking an understanding of many of the political, ideological, religious, legal, institutional, and larger cultural influences on the behavior of various states and non-state actors in the world. It is intended to shed light on the ideas, values, and belief systems that animate the intentions and purposes of these political actors, as well as increase awareness of the “otherness” of other cultures, partly by contrasting them with our own. These general objectives can be achieved in different ways by taking different sets of courses within the program, some of which are principally theoretical and others of which address policy issues that are strongly affected by political/cultural questions.

*Required Courses*

- IWP 640 Cultural Implications for Strategy and Analysis
- IWP 606 Ideas and Values in International Politics
- Two area-study courses:
  - IWP 630 Chinese Grand Strategy: Foreign and Military Policy
  - IWP 653 The Contemporary Balkans
  - IWP 658 The Geopolitics of the Iranian Plateau and South Asia
  - IWP 604 Islam and Geopolitics in Eurasia
  - IWP 645 Islam in Contemporary Global Politics
  - IWP 603 Russian Politics and Foreign Policy
  - IWP 639 U.S.-African Relations
  - IWP 623 U.S.-Latin American Relations: Threats and Opportunities

*Elective Courses (Choose one)*

- IWP 621 Democratization, Nation Building, and U.S. Foreign Policy
- IWP 649 Genocide and Genocide Prevention
- IWP 613 History of International Relations
- IWP 602 Nationalism and Islamism

- IWP 615 Western Moral Tradition and American Foreign Policy

### *Certificate in Counterintelligence*

This certificate is designed to prepare domestic security officers better to confront the vast array of threats, challenges, and problems facing the public at all levels in the post-9/11 world. Students must choose at least three electives for this certificate.

#### *Required Courses*

- IWP 605 Intelligence and Policy
- IWP 610 Counterintelligence in a Democratic Society

#### *Elective Courses (Choose three)*

- IWP 659 Al-Qaeda's Enemy Threat Doctrine
- IWP 646 American Counterintelligence and Security for the 21st Century
- IWP 647 Case Studies in Counterintelligence Operations
- IWP 631 Foreign Propaganda, Perceptions, and Policy
- IWP 654 History of FBI Counterintelligence
- IWP 644 Spies, Subversion, Terrorism, and Influence Operations
- IWP 633 Terrorism and Counterterrorism

### *Certificate in Democracy Building*

This certificate is designed to provide an understanding of the principles required for establishing successful democracies and how these have been promoted worldwide, the policy issues associated with America's role in the process of building democracy, and current challenges to that process.

#### *Required Courses*

- IWP 608 American Founding Principles and Foreign Policy
- IWP 621 Democratization, Nation Building, and U.S. Foreign Policy
- IWP 626 Foundations of Political and Economic Freedom
- IWP 629 Problems of Promoting Regime Change and Democracy
- One area-study course:
  - IWP 630 Chinese Grand Strategy: Foreign and Military Policy
  - IWP 653 The Contemporary Balkans
  - IWP 658 The Geopolitics of the Iranian Plateau and South Asia
  - IWP 604 Islam and Geopolitics in Eurasia
  - IWP 645 Islam in Contemporary Global Politics
  - IWP 603 Russian Politics and Foreign Policy
  - IWP 639 U.S.-African Relations
  - IWP 623 U.S.-Latin American Relations: Threats and Opportunities

### *Certificate in Intelligence*

This certificate is designed to provide a comprehensive study of the various issues of intelligence policy, process, epistemology, analysis, and history that are rarely studied systematically in preparation for professional work in intelligence, counterintelligence, and security. Elements of this program also address the problem of understanding foreign cultures and the practices of foreign powers.

*Required Courses*

- IWP 605 Intelligence and Policy
- IWP 631 Foreign Propaganda, Perceptions and Policy

*Elective Courses (Choose three)*

- IWP 659 Al-Qaeda's Enemy Threat Doctrine
- IWP 646 American Counterintelligence and Security for the 21st Century
- IWP 612 American Intelligence and Protective Security: An Advanced Seminar
- IWP 647 Case Studies in Counterintelligence Studies
- IWP 622 Comparative Intelligence Systems: Foreign Intelligence and Security Cultures
- IWP 610 Counterintelligence in a Democratic Society
- IWP 640 Cultural Implications for Strategy and Analysis
- IWP 652 Estimative Intelligence Analysis and Epistemology
- IWP 654 History of FBI Counterintelligence
- IWP 618 Information Operations and Information Warfare
- IWP 656 Intelligence Collection
- IWP 648 Military Intelligence and Modern Warfare
- IWP 641 Political Warfare: Past, Present, and Future OR IWP 637 Public Diplomacy and Political Warfare
- IWP 644 Spies, Subversion, Terrorism, and Influence Operations
- IWP 655 Technology, Intelligence, Security, and Statecraft
- IWP 632 U.S. Intelligence in the Cold War and Beyond

*Certificate in International Politics*

This certificate is designed to provide an understanding of the history of international relations, the current world order, its dominant trends, and its likely evolution. It also addresses selected international policy issues that may be studied according to a student's interests or professional requirements.

*Required Courses*

- IWP 613 History of International Relations
- IWP 627 International Relations, Statecraft, and Integrated Strategy
- One area-study course:
  - IWP 630 Chinese Grand Strategy: Foreign and Military Policy
  - IWP 653 The Contemporary Balkans
  - IWP 658 The Geopolitics of the Iranian Plateau and South Asia
  - IWP 604 Islam and Geopolitics in Eurasia
  - IWP 645 Islam in Contemporary Global Politics
  - IWP 603 Russian Politics and Foreign Policy

IWP 639 U.S.-African Relations

IWP 623 U.S.-Latin American Relations: Threats and Opportunities

*Elective Courses (Choose two)*

- IWP 649 Genocide and Genocide Prevention
- IWP 606 Ideas and Values in International Politics
- IWP 619 Mass Media and World Politics
- IWP 602 Nationalism and Islamism
- IWP 625 Peace, Strategy and Conflict Resolution
- IWP 629 Problems of Promoting Regime Change and Democracy
- IWP 620 Twentieth Century Politics and Diplomacy

*Certificate in National Security Affairs*

This certificate is designed to provide an understanding of the elements of the theory and practice of national security policy, process, and implementation both at the level of grand strategy as well as on the tactical level. Significant parts of this certificate program address a number of vital current policy issues.

*Required Courses*

- IWP 601 National Security Policy Process
- IWP 616 U.S. National Security Strategy and Emerging Threats
- One area-study course:
  - IWP 630 Chinese Grand Strategy: Foreign and Military Policy
  - IWP 653 The Contemporary Balkans
  - IWP 658 The Geopolitics of the Iranian Plateau and South Asia
  - IWP 604 Islam and Geopolitics in Eurasia
  - IWP 645 Islam in Contemporary Global Politics
  - IWP 603 Russian Politics and Foreign Policy
  - IWP 639 U.S.-African Relations
  - IWP 623 U.S.-Latin American Relations: Threats and Opportunities

*Elective Courses (Choose two)*

- IWP 659 Al-Qaeda's Enemy Threat Doctrine
- IWP 609 Economic Statecraft and Conflict
- IWP 631 Foreign Propaganda, Perceptions and Policy
- IWP 611 Immigration and National Security
- IWP 618 Information Warfare and Information Operations
- IWP 605 Intelligence and Policy
- IWP 648 Military Intelligence and Modern Warfare
- IWP 628 Military Strategy: An Overview of the Theorists of Warfare
- IWP 607 Nuclear Weapons Proliferation
- IWP 641 Political Warfare: Past, Present, and Future OR IWP 637 Public Diplomacy and Political Warfare
- IWP 633 Terrorism and Counterterrorism
- IWP 657 Theory and Practice of U.S. Counterinsurgency

### *Certificate in Public Diplomacy and Political Warfare*

The purpose of this certificate is to provide specialized study of two unconventional tools of statecraft – public diplomacy and political warfare – and to provide a starting point for the practitioner to integrate them with each other and with other instruments of policy.

#### *Required Courses*

- IWP 631 Foreign Propaganda, Perceptions and Policy
- IWP 637 Public Diplomacy and Political Warfare
- One area-study course:
  - IWP 630 Chinese Grand Strategy: Foreign and Military Policy
  - IWP 653 The Contemporary Balkans
  - IWP 658 The Geopolitics of the Iranian Plateau and South Asia
  - IWP 604 Islam and Geopolitics in Eurasia
  - IWP 645 Islam in Contemporary Global Politics
  - IWP 603 Russian Politics and Foreign Policy
  - IWP 639 U.S.-African Relations
  - IWP 623 U.S.-Latin American Relations: Threats and Opportunities

#### *Elective Courses (Choose two)*

- IWP 606 Ideas and Values in International Politics
- IWP 619 Mass Media and World Politics
- IWP 641 Political Warfare: Past, Present and Future
- IWP 629 Problems of Promoting Regime Change and Democracy
- IWP 901/902 Directed Study in Public Diplomacy or in Political Warfare

### **Continuing Education Program and Auditors**

The Institute also welcomes applicants who demonstrate a serious interest in the study of national security and international affairs, but do not need a certificate or degree. Students have the option of enrolling in courses for credit or as auditors (non-credit). Auditors are expected to attend class regularly but are not required to complete the coursework and do not receive a grade or credit for the course.

Continuing education students are not eligible for IWP financial aid and are not guaranteed admission into the certificate or degree programs. Students wishing to apply to the certificate or M.A. programs must follow the relevant application instructions. No more than three courses taken before a student is admitted to the certificate program may be credited toward that program, and no more than five Institute courses taken before a student is admitted to a Master's program may be credited toward an M.A. degree. For further information, see the continuing education section of "Academic Policies and Procedures."

IF A continuing education student has not registered for a course for more than two years, he must re-apply for admission.

## **2011-2012 Academic Calendar**

### **Fall 2011 Semester (August 29-December 8)**

Start of classes: Aug. 29-Sept. 1  
Registration Add/Drop: August 29-Sept. 2  
Labor Day holiday (IWP closed, no classes): Monday, Sept. 5  
Last date to withdraw with "W" grade: September 30  
Application deadline for Spring 2012 (MA only): October 1  
Columbus Day holiday (IWP closed, classes held): Monday, Oct. 10  
Veterans Day holiday (IWP closed): Friday, November 11  
Registration deadline for Spring 2012 (MA only): November 15  
Thanksgiving Day holiday (no classes): Nov. 23-25  
Last week of classes: Nov. 28-Dec. 1  
Final exams: Dec. 5-8

### **Spring 2012 Semester (January 16-May 3)**

Start of classes: Jan. 16-19  
Registration Add/Drop: Jan. 16-20  
Application deadline for Fall 2012 (MA only): February 1  
Washington's Birthday (IWP closed, classes held): Monday, Feb. 20  
Last date to withdraw with "W" grade: Feb. 17  
Spring Break (no classes): March 12-16  
Registration deadline for Summer 2012: May 1  
Last week of classes: April 23-26  
Final exams: April 30-May 3  
Commencement: May 19

### **Summer 2012 Semester (June 4-July 24)**

First classes: June 4-5  
Registration Add/Drop: June 4-5  
Registration deadline for Fall 2012 (MA only): June 15  
Last date to withdraw with "W" grade: June 15  
Independence Day holiday (IWP closed, no classes): Wednesday, July 4  
Last classes: July 18-19  
Final exams: July 23-24

### **Fall 2012 Semester (August 27-December 6)**

Start of classes: Aug. 27-30  
Registration Add/Drop: Aug. 27-31  
Labor Day holiday (IWP closed, no classes): Monday, Sept. 3  
Last date to withdraw with "W" grade: Sept. 28  
Application deadline for Spring 2013 (MA only): October 1  
Columbus Day holiday (IWP closed, classes held): Monday, Oct. 8  
Registration deadline for Spring 2013 (MA only): November 15  
Thanksgiving Day holiday (no classes): Nov. 21-23

Last week of classes: Nov. 26-29  
Final exams: Dec. 3-6

### **Spring 2013 Semester (January 14-May 2)**

Start of classes: Jan. 14-17  
Registration Add/Drop: Jan. 14-18  
Application deadline for Fall 2013 (MA only): February 1  
Washington's Birthday (IWP closed, classes held): Monday, Feb. 18  
Last date to withdraw with "W" grade: Feb. 15  
Spring Break (no classes): March 11-15  
Registration deadline for Summer 2013: May 1  
Last week of classes: April 22-25  
Final exams: April 29-May 2  
Commencement: May 18

### **Curriculum**

The Institute's 2011-2012 curriculum consists of 58 courses:

IWP 601 National Security Policy Process  
IWP 602 Nationalism and Islamism  
IWP 603 Russian Politics and Foreign Policy  
IWP 604 Islam and Geopolitics in Eurasia  
IWP 605 Intelligence and Policy  
IWP 606 Ideas and Values in International Politics  
IWP 607 Nuclear Weapons Proliferation: History, Technology, and Policy  
IWP 608 American Founding Principles and Foreign Policy  
IWP 609 Economic Statecraft and Conflict  
IWP 610 Counterintelligence in a Democratic Society  
IWP 611 Immigration and National Security  
IWP 612 American Intelligence and Protective Security: An Advanced Seminar  
IWP 613 History of International Relations  
IWP 614 Comparative Government Analysis  
IWP 615 Western Moral Tradition and American Foreign Policy  
IWP 616 U.S. National Security Strategy and Emerging Threats  
IWP 617 Refugees, Asylum and the Changing World  
IWP 618 Information Operations and Information Warfare  
IWP 619 Mass Media and World Politics  
IWP 620 Twentieth Century Politics and Diplomacy  
IWP 621 Democratization, Nation Building, and U.S. Foreign Policy  
IWP 622 Comparative Intelligence Systems  
IWP 623 U.S.-Latin American Relations: Threats and Opportunities  
IWP 624 Energy and Geostrategy in the Caspian Basin  
IWP 625 Peace, Strategy and Conflict Resolution  
IWP 626 Foundations of Political and Economic Freedom  
IWP 627 International Relations, Statecraft, and Integrated Strategy

IWP 628 Military Strategy: An Overview of the Theorists of Warfare  
IWP 629 Problems of Promoting Regime Change and Democracy  
IWP 630 Chinese Grand Strategy: Foreign and Military Policy  
IWP 631 Foreign Propaganda, Perceptions, and Policy  
IWP 632 U.S. Intelligence in the Cold War and Beyond  
IWP 633 Terrorism and Counterterrorism  
IWP 634 Geography and Strategy  
IWP 635 History of American Foreign Policy  
IWP 636 The Art of Diplomacy  
IWP 637 Public Diplomacy and Political Warfare  
IWP 638 U.S. Foreign Policy: Current and Future Challenges  
IWP 639 U.S.-African Relations  
IWP 640 Cultural Implications for Strategy and Analysis  
IWP 641 Political Warfare: Past, Present, and Future  
IWP 642 Economics for Foreign Policy Makers  
IWP 644 Spies, Subversion, Terrorism, and Influence Operations  
IWP 645 Islam in Contemporary Global Politics  
IWP 646 American Counterintelligence and Security for the 21st Century  
IWP 647 Case Studies in Counterintelligence Operations  
IWP 648 Military Intelligence and Modern Warfare  
IWP 649 Genocide and Genocide Prevention  
IWP 650 Writing for National Security Professionals  
IWP 652 Estimative Intelligence Analysis and Epistemology  
IWP 653 The Contemporary Balkans  
IWP 654 History of FBI Counterintelligence  
IWP 655 Technology, Intelligence, Security, and Statecraft  
IWP 656 Intelligence Collection  
IWP 657 Theory and Practice of U.S. Counterinsurgency  
IWP 658 The Geopolitics of the Iranian Plateau and South Asia  
IWP 659 Al-Qaeda's Enemy Threat Doctrine  
IWP 901/902 Directed Study  
IWP 920/921 Selected Topics  
IWP 930/931 Honors Thesis

### **Course Descriptions**

IWP 601 • National Security Policy Process  
Four credits  
Offered: Fall semesters  
Principal Professor: S. John Tsagronis

Most courses concentrate on the results of policy, not the process in which the policy was made and maintained. This course is intended to introduce students to a critical but largely ignored process through which U.S. national security policies are made within the government. This is critical because policies by definition originate from within the process and normally follow a long and often tortuous path until they emerge. They

frequently emerge with only a bare resemblance to the original plan and, often as not, fail to emerge at all. In short, this course is an introduction to bureaucracy, i.e., the policy process and the competition between agencies and personalities who exist within the same framework but whose objectives and/or tactics frequently clash.

#### IWP 602 • Nationalism and Islamism

Four credits

Offered: Fall semesters

Principal Professor: Juliana Geran Pilon

This course examines the meaning of nationalism, its origins in Western Europe subsequently spread throughout the world, as well as the relationship between nationalism, ethnicity, historic tradition, linguistic and religious identity, with specific emphasis on the various mindsets of Islamists. Connections between nationalism and modernization, the idea of nations as imagined or “invented” communities, and cultural nationalism, are discussed from both political-economic and socio-biological perspectives. Whether nationalism is on its way to extinction, or destined for resurgence, is still an open question – as is its potential for good or ill. Meanwhile, both Islamist terrorists and their intended victims rally around national, ethnic, and religious identities, while reaching for global partners.

#### IWP 603 • Russian Politics and Foreign Policy

Four credits

Offered: Spring semesters

Principal Professors: Marek Chodakiewicz

The essential focus of this course is to understand the causes and consequences of the disintegration of the communist system, and to examine the political, ideological, and economic changes in post-Soviet Russia. By examining the country’s history from the Kievian Rus’ through Muscovy, the Empire of the Tsars, the Soviet Union, and the post-Soviet sphere until the present day, we shall explore continuities and discontinuities in Russia’s past and present. Subjects of inquiry include: the changing political system; the problems of implementing economic reform; the rise of the national and democratic movements; the status of the armed forces, security, and intelligence agencies; continuities and changes in the political culture, institutions, and habits of mind; and changes in foreign policy, especially towards the United States.

#### IWP 604 • Islam and Geopolitics in Eurasia

Four credits

Offered: Summer semesters

Principal Professor: Paul A. Goble

This course will examine the role of Islam in the geopolitics of the post-Soviet states. Six of these countries already have a Muslim majority, a seventh – the Russian Federation – which will have a Muslim majority within a generation, and all of the others are affected either by the existence of Muslim enclaves within them (Ukraine and Moldova) or the

flow of migrants from the Muslim regions of other states. This survey course will look at each of these problems in turn and consider the nature of the foreign policy challenges they pose for the United States and the West more generally.

#### IWP 605 • Intelligence and Policy

Four credits

Offered: Fall and spring semesters

Principal Professor: Kenneth deGraffenreid

This course examines the elements and purpose of intelligence, requirements of successful intelligence analysis, intelligence processes, counterintelligence and security, the relationship between intelligence and policy, and how American political and cultural values affect the role of intelligence in America.

This course addresses several major intelligence issues:

1. The intelligence process and methodology, including the structure of the intelligence system;
2. The necessity of coherent intelligence policy;
3. The limits and utility of intelligence;
4. The importance of political intelligence, particularly concerning foreign methods of statecraft;
5. The role of counterintelligence and the importance of counterintelligence analysis to the making of foreign policy;
6. The problems of intelligence epistemology, including deception, propaganda, perceptions management, and internal cultural and perceptual predispositions and biases.

#### IWP 606 • Ideas and Values in International Politics

Four credits

Offered: Spring semesters

Principal Professor: Joshua Muravchik

This course covers the role of ideas in international politics and the practical application of ideas to the conduct of foreign policy. It is an introductory survey which serves in many ways as the conceptual core of the Institute's approach to the study of international politics. It examines the importance of ideas, values, and information as both targets and instruments of foreign policy and how different political cultures and methods of statecraft, including our own, are the consequence of certain ideas and belief systems; contemporary ideological, religious, cultural, and political forces and their implications for U.S. national interests; and how ideas and values are propagated and accepted.

#### IWP 607 • Nuclear Weapons Proliferation: History, Technology, and Policy

Four credits

Offered: Spring semesters

Principal Professor: Henry Sokolski

This course examines the problem of preventing the proliferation of nuclear weapons and associated technologies. The course addresses these issues historically, technically, and analytically. The first part of the course focuses on nations and technologies of concern, why they are of concern, and what specific security threats proliferation poses. The second part examines how we have attempted to prevent proliferation and what successes and difficulties we have had in these efforts. The final part examines what other approaches might be taken to mitigate proliferation economically, politically, and militarily. The student will be examined on the reading materials and will be expected to complete a research task, the key findings of which the student will be asked to present at the end of the course.

#### IWP 608 • American Founding Principles and Foreign Policy

Four credits

Offered: Fall and Spring semesters

Principal Professor: Charles Smith

American foreign policy rests in part on the character of America. The American political order is a particular expression of Western political thought. Thus, an understanding of what fuels American foreign policy is in part dependent on a solid understanding of Western political thought: ancient, medieval, and modern. The course emphasizes the way in which the American political order and its philosophic foundations affect U.S. foreign policymaking. Particular attention will be given to the Federalist and the writings and speeches of George Washington and Abraham Lincoln and other American statesmen of renown.

#### IWP 609 • Economic Statecraft and Conflict

Four credits

Offered: Spring semesters

Principal Professor: Norman A. Bailey

Prerequisite: IWP 642 Economics for Foreign Policy Makers

In most international affairs curricula, economics is taught with a principal focus on trade, economic development, foreign aid, and international finance. What is frequently missing is that dimension of economics which concerns national security policy. This course covers that dimension with special emphasis on: economic, technological, and financial security issues; economic strategy as an instrument of statecraft; the composition of domestic economic infrastructure for national security purposes; strategic materials policy; sanctions, embargoes, boycotts, dumping, and other forms of economic warfare; the effectiveness of such instruments and of defenses against them; economic counterintelligence, the integration and coordination of conventional trade, aid, and development activities with other national security policies, and the legal and bureaucratic processes addressing these various issues within the U.S. government.

#### IWP 610 • Counterintelligence in a Democratic Society

Four credits

Offered: Spring semesters

Principal Professor: David L. Thomas

This course examines the role of counterintelligence as an essential element of U.S. national security strategy, and the importance of counterintelligence in international relations. The course will approach counterintelligence from the following perspectives: legal, ethical, historical, operational, epistemological, and national-strategic. Part I examines U.S. domestic and foreign counterintelligence; Part II assesses the relationship between counterintelligence, intelligence, and internal security, and the U.S. emphasis on law enforcement; and Part III discusses the epistemological problems of counterintelligence operations and analysis.

IWP 611 • Immigration and National Security

Four credits

Offered: To be announced

Principal Professor: David Burgess

Immigration is a central issue that illuminates America's view of itself and its role in the world. Because immigration laws codify our definition of whom we accept as "one of us" and whom we distance as "aliens," they reflect our understanding of our national character. Today, immigration issues do not divide along traditional ideological or partisan lines. Conservatives and liberals include among their numbers people who would repeal nearly all restrictions on immigration, as well as those who would reduce drastically the numbers of people admitted each year. This course examines the history and impact of immigration policies, the arguments surrounding current policy debates, and the problems of assimilation and naturalization, addressing these issues from economic, demographic, environmental, cultural, and national security perspectives.

IWP 612 • American Intelligence and Protective Security: An Advanced Seminar

Four credits

Offered: Spring semesters

Principal Professor: Kenneth deGraffenreid

Prerequisites: IWP 605 Intelligence and Policy and IWP 610 Counterintelligence in a Democratic Society. A waiver for professional experience may be granted.

Fundamental unanswered questions have arisen about the need, purpose, mission, organization, size, structure, and doctrines of the U.S. intelligence and protective security communities in the post-Cold War, post-9/11 era. This advanced seminar in national intelligence and security policy formulation – the capstone of the intelligence curriculum – addresses some of the key issues facing today's policymakers as they seek a new security framework for the United States in the 21st century. It features direct student participation with key current and former senior intelligence officials in examining the future of U.S. intelligence and security communities.

IWP 613 • History of International Relations

Four credits

Offered: Fall semesters  
Principal Professor: John J. Tierney, Jr.

This course examines competing visions in the ages-old search for stability and world order. It analyzes the basic premises of world politics and searches through history and culture to discover the lasting realities behind peace and war. In so doing it examines the historic, cultural, and strategic foundations behind such contemporary expressions as “new world order” and “multiculturalism.” It concludes with projections about the future evolution of the international system.

IWP 614 • Comparative Government Analysis  
Four credits  
Offered: To be announced  
Principal Professor: To be announced

This course is a comparative examination of selected political systems which will benefit foreign policy and intelligence analysts. Both historical and contemporary systems are compared and categorized, including non-state global influences such as international organizations and religious and ideological movements. Modern foreign policy practitioners are frequently untutored concerning: the differences between parliamentary systems and presidential systems; the workings of communist systems; traditional authoritarian regimes; and the particular governmental arrangements of a variety of individual national cultures, both Western and non-Western.

IWP 615 • Western Moral Tradition and American Foreign Policy  
Four credits  
Offered: Fall and Spring semesters  
Principal Professors: Alberto M. Piedra/David M.L. Klocek

This course surveys the historical development of Western moral philosophy, and then analyzes the role of morality in the conduct of foreign policy. It examines the use of ethical reasoning in helping to achieve the twin American goals of a moral foreign policy and protection of the national interest. What is unique about this course is that it conducts this examination in light of the Western, principally Judeo-Christian tradition that has historically, but decreasingly, guided American statecraft. The course contrasts this tradition with new philosophical concepts in America and explores the real and potential consequences of those concepts.

IWP 616 • U.S. National Security Strategy and Emerging Threats  
Four credits  
Offered: Spring semesters  
Principal Professor: S. John Tsagronis

This seminar examines U.S. security principles, policies, and processes focused on the U.S. historical experience in encountering severe security threats. Threat assessments

focus on states and terror networks which emphasize violent ideologies, deception, subversion, terror, treaty violations, hostile intelligence, military threats and warfare.

A special focus is on the nexus of terrorism, weak international arms control processes, and weapons of mass destruction (WMD) proliferation. Seminar discussion and research papers explore U.S. security policy options, including a range of instruments of statecraft, which might best meet the U.S. Constitutional imperatives to “provide for the common defense” and “secure the blessings of liberty” at a time of mounting global threats from extremist forces.

#### IWP 617 • Refugees, Asylum, and the Changing World

Four credits

Offered: To be announced

Principal Professor: To be announced

This course examines the fundamental issues of justice raised by refugee and asylum policies and the way in which the United States and other countries address the treatment of people seeking refuge from persecution and war – which is both an important cause and consequence of conflict. With this conceptual background, the course analyzes: the role of international law; the economic, sociological, geographic, and demographic factors involved; and the comparative treatment of refugees by different countries – particularly those which attempt the assimilation of refugee populations versus those which nurture their hostilities by keeping them separated from the institutions of their host societies.

#### IWP 618 • Information Operations and Information Warfare

Four credits

Offered: Spring semesters

Principal Professor: J. Michael Waller

The objective of this course is to introduce the student to the field of strategic information warfare, expand the tactical concept of information operations into strategic tools, and help the student to incorporate the tools into everyday strategic thinking and planning. This course explores the evolving concepts of information operations (e.g., information superiority, information warfare, and information assurance) as elements of U.S. national security.

This emerging subject of information warfare, part of which is called “cyberwar” because of its use of computers and communication networks, and the societal element which is called “netwar,” is considered revolutionary because it renders geographical distances mostly irrelevant, costs relatively little, blurs the boundaries between warfare and criminal activity, and poses new challenges for policy, intelligence, and military operations as well as problems in the important function of warning.

#### IWP 619 • Mass Media and World Politics

Four credits

Offered: Spring semesters  
Principal Professor: Lee Edwards

This course examines both the constructive and destructive roles of the media in international affairs. It is designed to introduce the student to the frequently underappreciated power of the press in the conduct of statecraft. It studies the following topics: a free press as a check on government policies; the importance of foreign media reporting as a complement to intelligence for deterrence of foreign aggression; media bias and its role in defining foreign policy priorities and affecting decisions on using U.S. military force abroad; the effects of state censorship and information/communications monopoly on the foreign and domestic policies of authoritarian states; truth versus falsehood as instruments of statecraft in perceptions management and formation of belief systems; the role of international broadcasting in the collapse of the Soviet empire; contemporary case studies of states resisting a free flow of information; the challenges of building a free press in the new post-communist states; and challenges to free journalism around the world.

#### IWP 620 • Twentieth Century Politics and Diplomacy

Four credits

Offered: Fall and Spring semesters

Principal Professor: John J. Tierney, Jr.

This course examines the most significant developments which made the 20th century the most violent and revolutionary era in world history. It analyzes the causes and circumstances of each of the major wars of the 20th century: World Wars I and II, and the Cold War. Special emphasis is placed on the structure of the international system, the role of geopolitical and ideological movements, and the failure of peace settlement diplomacy.

#### IWP 621 • Democratization, Nation Building, and U.S. Foreign Policy

Four credits

Offered: Summer semesters

Principal Professor: Juliana Geran Pilon

This course explores the relationship between promoting a strong civil society and democratic governance abroad, especially in light of extremist developments emerging in many Islamic societies. The major themes of this course include: defining “civil society” in historical and comparative terms; civil society and the rise of the modern nation-state; the relationship between culture, religion and government; how “civil society building” is conducted in practice; post-Cold War challenges in building civil society, with special focus on endemic corruption worldwide; and finally, civil society as a cauldron for extremism in the Islamic world.

#### IWP 622 • Comparative Intelligence Systems: Foreign Intelligence and Security Cultures

Four credits

Offered: To be announced

Principal Professor: To be announced

Prerequisite: IWP 605 Intelligence and Policy. A waiver for professional experience may be granted by the professor.

This course is designed to give the student a comprehensive understanding of the intelligence and counterintelligence systems of selected foreign states, as contrasted with the intelligence and counterintelligence traditions of the United States. The course examines the uniqueness of selected foreign intelligence and counterintelligence cultures and the manner in which they influence the domestic and foreign policies, strategies, and general behavior of their host countries.

The course is designed to: (1) demonstrate how intelligence and counterintelligence operates in authoritarian or totalitarian systems; (2) examine the operational traditions of intelligence/counterintelligence in selected non-authoritarian cultures. The results are contrasted with the U.S. experience. Finally, this course aims to analyze the deeply integrated and enduring nature of intelligence and counterintelligence in political cultures far older than that of the U.S.

IWP 623 • U.S.-Latin American Relations: Threats and Opportunities

Four credits

Offered: Spring semesters

Principal Professor: Roger Fontaine

Prerequisite: Students are asked to read *Modern Latin America* by Thomas Skidmore and Peter Smith (Oxford University Press: Oxford, 1997), available on reserve in the IWP library, prior to the first week of class.

This course examines the momentous changes, positive and negative, under way in Latin America, the role of political culture in shaping the region's political and economic life, and major security issues affecting the United States. The course aims to give the student an understanding of the sources, ramifications, and implications of the changes so as to provide lessons for policymaking.

IWP 624 • Energy and Geostrategy in the Caspian Basin

Four credits

Offered: To be announced

Principal Professor: To be announced

This course analyzes the political economy of the Caspian Basin through the lens of strategic geography. It examines the area's oil and gas resources, the strategic dimensions of "pipeline politics," and regional security problems. The course aims to provide a sound understanding of the political, economic, and security issues surrounding the Caspian region and its energy resources by applying to this specific case the analytical principles of geostrategy.

### IWP 625 • Peace, Strategy and Conflict Resolution

Four credits

Offered: Summer semesters

Principal Professor: John J. Tierney, Jr.

The purpose of this course is to help students develop a deeper appreciation of the underlying conditions that provoke conflict and, conversely, that may produce lasting peace, justice, and political order. This course introduces the larger dimensions surrounding the issues of peace, war, and conflict resolution such as the transcendent nature of lasting peace, the relationship between peace and a just moral order, and the diverse approaches to conflict resolution undertaken throughout history. The students should come to understand that peace, war, and conflict have roots and causations which transcend generations, personalities, or societies, and that a proper appreciation of these multiple factors will help place contemporary world conflicts into a larger context and thereby improve the chances for successful conflict resolution.

### IWP 626 • Foundations of Political and Economic Freedom

Four credits

Offered: To be announced

Principal Professor: Alberto M. Piedra

This course examines the political and economic principles that result ultimately in an open, liberal democracy and their applicability to non-democratic cultures. The course systematically examines the principles underlying liberal democracy as developed in the West beginning with the concepts of human nature and human freedom. Special attention is given to the questions of private property, human rights, the need for limited government, and the degree to which these criteria may be necessary conditions for the preservation of both political and economic freedoms. The course also analyzes some of the key issues involved in the exporting of democracy, especially the central question of the applicability of liberal democratic models to cultures with little or no democratic tradition.

### IWP 627 • International Relations, Statecraft, and Integrated Strategy

Four credits

Offered: Fall and Spring semesters

Principal Professors: John Lenczowski and Roger Fontaine

This course introduces the field of international relations in a way that blends issues of theory and practice. It is designed to give students an understanding of those questions of international relations theory that have a direct bearing on the ability of policy practitioners to accomplish their mission. The issues of war and peace will be examined in relation to: the international system; the problem of sovereignty; and alternative concepts of world order, including the balance of power and the need to create new political forms. The course will then introduce the various methods of statecraft that are available to policymakers and examine how they have been used successfully in the pursuit of national interests and purposes. These include the instruments of power, such

as: military power; economic strategy; intelligence; the use of information, disinformation, and propaganda; various types of diplomacy; political, moral, and psychological influence; and other instruments of “soft power.”

**IWP 628 • Military Strategy: An Overview of the Theorists of Warfare**

Four credits

Offered: Fall and Spring semesters

Principal Professor: Walter Jajko

This course introduces the classic statements of, and commentaries on, Western military strategic thought which have dominated most warfare since the Renaissance. The course will examine how various military concepts are integrated into national-level security strategy (“grand strategy”) and the role they have played in history, statecraft, and war.

**IWP 629 • Problems of Promoting Regime Change and Democracy**

Four credits

Offered: To be announced

Principal Professor: TBA

In exploring the role of democracy in world politics, this course integrates insights from the international relations and comparative politics fields. The course will examine: the “democratic peace” – whether there is a peculiarly pacific or cooperative relationship between democracies, and if so why; democratization – building blocks for and problems associated with nations democratizing; and democracy-promotion – whether is it practical or ethical for the world’s democracies to seek to enlarge their number, and if so by what means.

**IWP 630 • Chinese Grand Strategy: Foreign and Military Policy**

Four credits

Offered: Summer and Fall semesters

Principal Professor: Ross H. Munro

The purpose of this course is to provide students with an understanding of contemporary Chinese grand strategy. The course examines traditional Chinese strategic culture and statecraft, including the classic work of Sun Tzu. The emergence of a new Chinese grand strategy in the post-Mao, post-Soviet era is revealed through an analysis of Chinese foreign and military policy and China’s military buildup. Much of the course is organized around China’s approach toward its neighbors, giving students a useful strategic overview of the entire region. Finally, China’s future strategic options and possible U.S. responses are discussed.

**IWP 631 • Foreign Propaganda, Perceptions, and Policy**

Four credits

Offered: Fall semesters

Principal Professors: J. Michael Waller

The goal of this course is to prepare the student to recognize and analyze the use of foreign disinformation and propaganda to affect U.S. perceptions and policy formation, and to employ countermeasures against them.

Propaganda as a tool of statecraft can be traced to antiquity. The refinements and innovations introduced in the 20th century and the information technology revolution give the foreign propagandist greater opportunities than ever to attempt to influence perceptions and policy in the United States and elsewhere. Those who shape public opinion or design or implement U.S. national security strategy and foreign policy are among the principal targets of foreign propaganda.

This course examines the history, theory and methodology of foreign propaganda and disinformation in modern statecraft, both from democratic and non-democratic countries, with an emphasis on how the practitioners target the United States. It is intended to help prepare the student to recognize foreign propaganda in all its forms, to analyze and isolate it, and to employ countermeasures.

#### IWP 632 • U.S. Intelligence in the Cold War and Beyond

Four credits

Offered: Summer semesters

Principal Professor: David L. Thomas

Secret intelligence is the “missing dimension” of Cold War history, as it is of most diplomatic history. This course analyzes a selective history of the U.S. intelligence community in the Cold War in order to assess its overall role in that struggle. On the basis of declassified intelligence records and eyewitness accounts of former senior intelligence officers, the course focuses on what the intelligence community collected, knew, and estimated, and how intelligence reporting did or did not affect U.S. national security strategy and policy. The course concludes by examining U.S. intelligence in the post-Cold War period.

#### IWP 633 • Terrorism and Counterterrorism

Four credits

Offered: Fall semesters

Principal Professor: Christopher Harmon

Terrorism is about the drive for power. The motives and circumstances of each act vary, but inevitably there is strong political content. Terrorism can and must be analyzed by citizens, policymakers, and students of the social sciences. We can examine it in ways that include: its indigenous and external sources and declared or implied objectives; its strategies; its operations and tactics; and the countermeasures it inspires.

This course begins by examining the sources and objectives of various terrorist groups. It then analyzes their operations, including strategies, tactics, weaponry, financing, and state sponsorship. The course concludes by discussing various countermeasures for combating terrorism, with an emphasis on U.S. counterterrorism policy.

IWP 634 • Geography and Strategy

Two credits

Offered: Fall and Spring semesters

Principal Professor: Marek J. Chodakiewicz

This two-credit course examines the interrelationship between strategy and geography at all levels, from the impact of terrain, topography, and weather on military decisions to strategic geography and geopolitics, and concludes with a discussion of the revolutionary effect of space power on geopolitics. Students must read a modern strategic atlas and be familiar with basic world geography before enrolling in this course.

IWP 635 • History of American Foreign Policy

Four credits

Offered: To be announced

Principal Professor: John J. Tierney, Jr.

This course surveys the record of American foreign policy from 1776 to the present day, including the war on terrorism and speculations on future policy directions. Each section will discuss the thematic features which characterized foreign policy for succeeding time periods, including separate assessments of how policy met expectations and how it served national interests.

IWP 636 • The Art of Diplomacy

Four credits

Offered: Spring semesters

Principal Professor: Thomas P. Melady

This course introduces students to the art of diplomacy in the Western tradition, with an emphasis on the modern American experience. It examines the development of the traditional art of diplomacy over time and how technology, communications, and ideology have affected both the authority of the diplomatic process and the evolution of what Harold Nicholson called the “diplomatic method.”

IWP 637 • Public Diplomacy and Political Warfare

Four credits

Offered: Spring semesters

Principal Professor: J. Michael Waller

Prerequisite: IWP 631 Foreign Propaganda, Perceptions and Policy. A waiver for professional experience may be granted by the professor.

This course examines the history, theories, and methodologies of public diplomacy and political warfare through the 20th century, and especially during the Cold War, with an eye toward applying lessons to the development of 21st century public diplomacy and political warfare strategies. The objective of the course is to help prepare the student to

integrate public diplomacy and political warfare with other tools – traditional diplomacy, foreign aid, intelligence collection and covert operations, and military and economic foreign policy – and to condition the student to approach the issue with confidence.

IWP 638 • U.S. Foreign Policy: Current and Future Challenges

Four credits

Offered: To be announced

Principal Professor: John J. Tierney, Jr.

This course will survey and evaluate the role of American foreign policy in the contemporary international system. Beginning with an introductory background setting, the course will systematically develop the several levels of geopolitical challenge to the national interest in major areas of the world. It will treat the national interest as containing three main levels or “tiers,” ranging from vital to important, down to marginal. The bulk of the course will concentrate on contemporary vital issues, logically dealing with threats to American security as well as opportunities for U.S. policy to shape the international environment. The course will conclude by assessing the current and potential direction of policy, addressing such themes as the choices between “empire” and “retrenchment,” or “unilateralism” and “internationalism.”

IWP 639 • U.S.-African Relations

Four credits

Offered: To be announced

Principal Professor: Thomas P. Melady

Sub-Saharan Africa consists of fifty-three independent states. The political changes in this part of the African continent are phenomenal. Fifty years ago all of them but three were colonies of Britain, France, Portugal, or Spain. The three independent states were Liberia, Ethiopia, and South Africa. Several countries, formerly German colonies, were U.N. trusteeship areas.

Following a brief overview of the developments in sub-Saharan Africa from the Berlin Conference of 1878 to the commencement of the independence movement in the 1950s, the focus of the course will be the contemporary political situation, including the (1) transition from colonial rule to independence; (2) impact of the cold war on these countries; (3) African ideological movement; and (4) current political situation involving their relationship with the United States.

IWP 640 • Cultural Implications for Strategy and Analysis

Four credits

Offered: Spring semesters

Principal Professor: Juliana Geran Pilon

This course explores why and how culture matters in intelligence analysis and political decisionmaking, what types of cultural factors affect political life, and how the relative effect of such factors can be evaluated. There is considerable evidence that politics

cannot be divorced from culture, from considerations of values that transcend the calculations of *Realpolitik*. This course is designed to help students understand the “otherness” of other cultures and offer an overview of major political and cultural indicators involved in assessing the policies of (primarily) non-Western states.

IWP 641 • Political Warfare: Past, Present, and Future

Four credits

Offered: Fall semesters

Principal Professor: J. Michael Waller

This course examines political warfare as an instrument of leadership and statecraft from antiquity to the present. Students will study the political warfare of the ancient Hebrews, Greeks and Romans; ancient India and China; early and middle Christian civilizations including Rome and Byzantium and the Medieval and Renaissance-era European states; political warfare and the American Revolution; the French Revolution; the British empire; 20th century totalitarian movements and regimes (Communist and Nazi); and political warfare of democracies.

Students should complete the course with a comfortable command of political warfare as a fundamental element of leadership and statecraft that they can integrate easily into a national security or diplomatic career.

IWP 642 • Economics for Foreign Policy Makers

Two credits

Offered: Summer and Fall semesters

Principal Professor: Norman A. Bailey

This two-credit course is designed to equip students with a basic understanding of economic history, theory, and practice, which can be applied to careers in foreign policy, intelligence, or national security.

IWP 644 • Spies, Subversion, Terrorism, and Influence Operations

Four credits

Offered: Fall semesters

Principal Professor: Robert W. Stephan

This course examines in depth the Soviet seventy-year intelligence and counterintelligence operation on the West with emphasis on the Cold War. As many contemporary intelligence and counterintelligence services have been heavily influenced by the KGB and its successor organizations, knowledge of the KGB’s past and its operational philosophy lays the groundwork for the study and evaluation of the operations of numerous secret services, as well as enables the student to gain a strong appreciation for the role of an intelligence service in a “counterintelligence state.” This is a critical ingredient for understanding the Cold War and its legacy.

IWP 645 • Islam in Contemporary Global Politics

Four credits

Offered: Fall semesters

Principal Professor: Douglas Streusand

This course will inform students about political theory and practice in the Islamic world throughout its history so as provide them with the background and context necessary to understand the political significance of Islam in the contemporary Islamic world. It will then survey the relationships between politics and religion in the contemporary Islamic world and analyze the activities of the totalitarian Islamist network.

IWP 646 • American Counterintelligence and Security for the 21st Century

Four credits

Offered: TBA

Principal Professor: Kenneth deGraffenreid

The current mission, organization, size, structure, and doctrines of the American counterintelligence and protective security communities are once again at issue. The events of 9/11, the several wars in the Middle East and central Asia, and the coming of the “information age” have raised fundamental questions about the purpose and mission of U.S. counterintelligence and security policies and capabilities, and even about the place of security and secrecy as elements of national security policy in American life. Attention is also focused once again on longstanding questions of the performance and effectiveness of these capabilities and the communities that support them. The seminar will build on an understanding, developed in other IWP courses, of the complicated theoretical, functional, and practical relationships between intelligence and policy and the roles of intelligence, protective security, and counterintelligence in our democracy.

Intelligence is, in essence, the gathering and analysis of secret information about other nations. Its opposite twin, security, is the protection of one’s own secrets. Counterintelligence seeks to protect both of the elements from foreign intelligence activities. In the practical world of statecraft, these elements have several “great purposes” including: (1) the gathering (and protection) of secrets, (2) the discernment and validation of the information and images which other nations present to us, and (3) the counterintelligence activities which we take to disrupt and deny foreign intelligence activities which target us. In this seminar, we will examine these functions and how they might be successful in the face of 21st century challenges.

IWP 647 • Case Studies in Counterintelligence Operations

Four credits

Offered: Fall semesters

Principal Professor: To be announced

Since the end of the Second World War, more than one hundred twenty Americans have been arrested and charged with espionage. Through case studies, the class will examine, in detail, the careers of the most damaging of these spies, focusing on personal motivation and the employment of operational tradecraft utilized by the spies and their

handlers; identify reasons for their successes; learn what caused them to be identified and arrested; review the damage they inflicted to the security of the United States; and study the laws and federal directives which have been enacted over the past decades in hopes of making it far more difficult for future spies to have any meaningful measure of success.

#### IWP 648 • Military Intelligence and Modern Warfare

Four credits

Offered: Spring semesters

Principal Professor: David L. Thomas

This course assesses the role and importance of military intelligence in modern warfare. The course is designed to familiarize the student with key sources, components, and methods of modern military intelligence, including U.S. and foreign approaches. The course provides a summary of the historical development of military intelligence from antiquity to the present. It uses World War II, the Cold War, and recent case studies to illustrate the importance, role, effectiveness, successes, and errors of military intelligence. The course concludes with an assessment of the evolving role of military intelligence in the 21st century. The course presupposes no prior knowledge of military history or intelligence.

#### IWP 649 • Genocide and Genocide Prevention

Four credits

Offered: Fall semesters

Principal Professor: Marek J. Chodakiewicz

This seminar concentrates on genocide and genocide prevention in the 20th and 21st centuries. It commences by examining legal and cultural definitions of nations and of genocide (Rafal Lemkin's theory). Next, it briefly examines genocide in history, starting with Biblical times, including the Assyrians, and ending with the Revolution in France, the Vandeian auto-genocide in particular. It focuses on various instances of genocide, including the Armenian massacres, the Ukrainian famine, the Jewish Holocaust, the Soviet and Nazi "ordinary terror" against Catholic Polish elite and people, grass-roots ethnic cleansing campaigns in the Ukraine during the Second World War, state-mandated ethnic cleansing of the German population in the wake of World War II, ethnic cleansing in the Balkans in the 1940s and 1990s, and self-genocide in China and Cambodia, as well as the massacres in Rwanda and Darfur. In the context of extermination, mass deportations, expropriations, and cultural genocide will also be discussed.

The course objective is to conduct case studies of genocide, identify ideological and political reasons for those crimes, and detect early warning signs for genocide prevention.

#### IWP 650 • Writing for National Security Professionals

Four credits

Offered: To be announced

Principal Professor: To be announced

This course offers a presentation and analysis of the different types of writing, the mastery of which is necessary for success in the national security and foreign affairs professions. Students will write several different documents in the various genres.

#### IWP 652 • Estimative Intelligence Analysis and Epistemology

Four credits

Offered: Fall semesters

Principal Professor: David L. Thomas

Intelligence secrets once gathered must be analyzed, placed in cultural, historic and strategic context, and presented to policy makers and operators. The quality of estimative intelligence analysis is always at the center of debate on the performance of U.S. intelligence. The course is designed to provide an in-depth understanding of the fundamentals of a central element of the intelligence and national security process: estimative analysis.

The course begins by examining the methods, validity, and scope of knowledge derived from secret intelligence and counterintelligence information. It includes the study of the many issues affecting the quality and relevance of estimative analysis to statecraft, such as cultural, cognitive, and bureaucratic biases; moral and ethical considerations; critical thinking, including intuition, deduction, induction, and judgment; cause and effect; deception, propaganda, perceptions management, politicization, logic and logical fallacies; evaluation of evidence; analytic frameworks and models; quality control; and measures of effectiveness.

#### IWP 653 • The Contemporary Balkans

Four credits

Offered: To be announced

Principal Professor: Thomas P. Melady

The Balkans, the countries of southeastern Europe, are the focus of this course. Emphasizing the contemporary political situation, this course considers past and recent history and how they relate to the present day. There is also an evaluation of the political direction of each country.

#### IWP 654 • History of FBI Counterintelligence

Four credits

Offered: Spring semesters

Principal Professor: Raymond Batvinis

This course will provide the student, through lectures and key readings, with a comprehensive understanding of the one hundred year history of the development of the FBI counterintelligence role. With cases and events serving as compass points the students will examine the major personalities, laws, policies, issues, attitudes, and events that accelerated and retarded the growth of a robust FBI counterintelligence structure. Students will also learn the importance of the rule of law in the counterintelligence

function and the role that espionage and counterintelligence cases have played over the past three decades in the formation of the new field of "National Security Law."

IWP 655 • Technology, Intelligence, Security, and Statecraft

Four credits

Offered: Spring semesters

Principal Professor: Eugene Poteat

The place of technology in today's world, together with the accelerating pace of technology change, has profound effects on the nature and conduct of American statecraft. This course examines how the march of technology has and is affecting intelligence, security, and the other tools of statecraft. It also focuses on the challenges and opportunities presented by advanced technology. Key historical events and current policy issues will be explored.

IWP 656 • Intelligence Collection

Four credits

Offered: Fall semesters

Principal Professor: Kenneth deGraffenreid

This course is designed to familiarize the students with the nature, organization, activities, and key issues surrounding the variety of methods of intelligence and counterintelligence collection. This course is required for students enrolled in the M.A. in Strategic Intelligence Studies Program. It includes historical descriptions of the collection activities of the several "ints" (humint, imint, sigint, masint) and their role in American statecraft. The course explores significant policy issues (constitutional, legal, moral, ethical, organizational, strategic purpose, performance, and measures of effectiveness) related to intelligence collection in the U.S. experience.

IWP 657 • Theory and Practice of U.S. Counterinsurgency

Four credits

Offered: Spring semesters

Principal Professor: S. John Tsagronis

This course examines counterinsurgency as a core challenge for U.S. statecraft, one that has endured throughout our history and that today is again at the forefront of U.S. national security concerns-and will likely remain both relevant and a challenge for years to come. The course will examine not only military perspectives on counterinsurgency throughout U.S. history but also the theories and practices of political development and sources of rebellion, the U.S. approach and significant limitations to "nation-building," and the broader challenges of developing and executing an integrated U.S. strategy that combines all the tools of statecraft-military forces, intelligence, diplomacy and strategic communications, economic assistance, and public administration support.

IWP 658 The Geopolitics of the Iranian Plateau and South Asia

Four credits

Offered: Spring semesters  
Professor: Douglas E. Streusand

Course description forthcoming

IWP 659 Al-Qaeda's Enemy Threat Doctrine  
Four credits  
Offered: Spring semesters  
Professor: Sebastian Gorka

Course description forthcoming

IWP 901/902 • Directed Study  
Four credits  
Offered: With permission of professor and Dean

Depending on the availability of the appropriate professor, directed studies may cover a range of selected topics. Directed Study requires permission from the Academic Dean and professor. The Directed Study Form must first be submitted to the Asst. Dean of Student Affairs, who will forward it to the Dean for approval. Directed studies must meet at least eight times per semester, have regular required readings, and have either 4 short reaction papers or one 15-20 page research paper.

IWP 920/921 • Selected Topics  
Four credits  
Offered: Fall, spring, and summer semesters

Title and focus of each topic will be determined by relevant instructors in consultation with the Academic Dean and the Faculty Chairman.

IWP 930/931 • Honors Thesis  
Four credits  
Offered: Fall and Spring semesters

An Honors Thesis option is available to select students with sufficiently high grade point averages (at least a 3.80 GPA). It is normally pursued in a student's final semester. For students in the M.A. in Statecraft and National Security Affairs and M.A. in Statecraft and International Affairs degrees, the thesis may substitute as an elective in the student's specialization. For students pursuing the M.A. in Strategic Intelligence Studies, the thesis will substitute for one of the four courses in the two specializations. Students must approach a faculty member to supervise the thesis. The student must submit the Honors Thesis Form to the Assistant Dean of Student Affairs, who will submit it to the Academic Dean. Upon approval of the application, which requires a thesis proposal, the Academic Dean will appoint a faculty review board to evaluate the thesis. Students who are approved for the Honors Thesis must formally register for it as part of their semester registration (the \$1,100 per credit hour rate applies). After the earning of a passing grade,

a student must submit a bound copy of the thesis to the IWP library. Interested students should contact the Assistant Dean of Student Affairs for additional information and guidelines.

### **IWP/Georgetown ROTC Courses**

MLSC211 & 212 • Applied Leadership I/II 0.5 credits  
Principal Professors: MAJ Steinhagen and SFC Robinson

Fall: Primary focus of this course is on tactics of the infantry squad and platoon to include multiple topics covering map reading, navigation, marksmanship, etc. Some field training on weekend days is required. The course includes a laboratory in applied leadership, common military tasks, and physical fitness.

Prerequisite: MLSC-111 through -114, or veteran status, or permission of instructor.

Spring: This course prepares cadets to successfully complete a five-week Army ROTC Advanced Camp the following summer. Topics include tactics, squad and platoon drills, marksmanship, land navigation, and health and physical fitness. Some field training on weekend days is required. The course includes a laboratory in applied leadership, common military tasks, and physical fitness. Prerequisite: MLSC-211 or permission of instructor.

MLSC251 & 252 • Military Management/Military Ethics and Law  
3 Credits  
Principal Professor: LTC Koprowski

Fall: Continuing the “Transition to Lieutenant” phase of ROTC, this course examines the ethics of the military environment to include customs, ethical codes and decision-making, constraints, and appeals to moral principles. The American judicial system is also examined, with emphasis on the Uniform Code of Military Justice. Command and staff responsibilities are assigned to students for hands-on experience operating as a management team on behalf of the Georgetown University Cadet Corps. The course includes a laboratory in applied leadership, common military tasks, and physical fitness.

Prerequisite: MLSC-251, or MLSC-211/212, or permission of instructor.

Spring: Continuing the “Transition to Lieutenant” phase of ROTC, this course examines the ethics of the military environment to include customs, ethical codes and decision-making, constraints, and appeals to moral principles. The American judicial system is also examined, with emphasis on the Uniform Code of Military Justice. Command and staff responsibilities are assigned to students for hands-on experience operating as a management team on behalf of the Georgetown University Cadet Corps. The course includes a laboratory in applied leadership, common military tasks, and physical fitness.

Prerequisite: MLSC-251, or MLSC-211/212, or permission of instructor

# 3

## Admission Requirements, Policies, and Procedures

### **General Policies and Requirements**

The Institute of World Politics seeks a diverse student body in order to bring to the classroom an authentic experience in cultural differences and cross-cultural communication and understanding. The Institute's student body includes recent graduates from colleges and universities with a career interest in international affairs, intelligence, or national security; and mid-career professionals from the government and non-government sectors, including armed forces personnel. Students in the Institute's programs enrich their education by exposure to the practical concerns and experiences of members of the student body itself.

Most students of the Institute have studied international relations, history, or political science at the undergraduate and graduate levels, and have an appreciation for the liberal arts. The Institute may also admit students, on occasion, with backgrounds in other disciplines who desire to advance their knowledge of national security and international affairs and to pursue a career in these fields. These applicants must also demonstrate some knowledge of international relations, history, or political science.

The following policies, procedures, and regulations apply to all applicants (except where otherwise noted).

#### *Qualifications and Requirements for Admission*

Students may apply for admission to any semester (fall, spring, or summer). Any well-qualified applicant with a baccalaureate degree from an accredited college or university may apply for admission to the Institute. In general, students should have at least a 3.20 cumulative GPA at the undergraduate level and have majored in political science, international affairs, or history; or have experience in foreign affairs, national security, intelligence, or related areas.

For M.A. applicants, the Institute's Admissions Committee also evaluates the following: a current resumé, a personal statement, an essay, three recommendation forms, and GRE/TOEFL scores.

#### *Matriculation Fee*

All students admitted to the Institute (regardless of program) must pay a \$500 matriculation fee to secure their admission. This fee is due upon acceptance of admission and is credited toward the first semester's tuition balance.

### *Late Registration*

The fee for late registration is \$200 for returning M.A. students and \$100 for certificate and continuing education students. New, incoming students are not charged this fee for their first semester. Please check the Academic Calendar for registration deadlines. Changes to an on-time registration may be made without penalty up to the end of the Add/Drop period. M.A. and certificate students are strongly encouraged to plan their course schedules and to register by the registration deadline to avoid late fees and the possibility of desired classes being closed.

### *Statement of Non-Discriminatory Admissions Policy*

The Institute does not discriminate against qualified individuals on the basis of race, color, creed, sex, physical disability, age, marital status, personal appearance, sexual orientation, family responsibilities, political affiliation, source of income, or national origin in its admissions policies, in its scholarship programs, or in permitting access to its educational facilities, services and the rights, privileges, and activities generally accorded or made available to its students.

### **Master of Arts Program**

Admission into the Master's program is competitive. Well-qualified applicants will possess a strong academic record, particularly in political science, history, and international affairs, and may have work experience in the fields of national security and international affairs.

Applying to the M.A. program requires the following (both on-line and paper applications are available):

1. A completed and signed Application for Admission;
2. Current resumé. In addition to your educational and professional background, any special skills that may enhance your application credentials should be included;
3. Official academic transcripts from all institutions attended (and sent directly to IWP from the home institution). Transcripts in a language other than English must be accompanied by certified English translations. A baccalaureate degree from a regionally accredited institution is required;
4. Graduate Record Examination (GRE) scores. This exam must have been taken within the last five years. LSAT scores may be substituted. GRE scores are not required for students whose baccalaureate degree is from a non-English language institution. IWP's institutional code is 5474. For more information, please visit [www.gre.org](http://www.gre.org);
5. TOEFL scores (for international students). The results of the Test of English as a Foreign Language are required from students whose native language is not English,

except for those who have completed a baccalaureate degree at an accredited English language institution of higher learning, or are foreign diplomats. For those taking the TOEFL, a minimum score of 600 for the paper-based test (offered at locations where the Internet-based test is not available) or 95 for the Internet-based test (iBT) is required. The test scores can be no more than two years old. IWP's institutional code is 9022. For more information, please visit [www.toefl.org](http://www.toefl.org);

6. Three recommendation forms: Academic Recommendation, Academic or Professional Recommendation, and a Character Recommendation. Recommendation forms are available in the on-line application (and paper-based application packet) and may not be substituted with other forms or letters. Individuals writing letters on your behalf should have known you for at least one year. The Academic Recommendation should be one of your current or former professors, while the Character Recommendation cannot be from a family member;

7. Personal Statement on Educational and Professional Goals;

8. Admissions Essay; and

9. \$100 non-refundable application fee. The fee must be paid in U.S. currency or check, international money order, or an international check in U.S. funds drawn on a bank in the United States. It may also be paid on-line at [ww.iwp.edu](http://ww.iwp.edu). The application fee is waived for those attending open houses, making scheduled private visits, or meeting with IWP personnel at graduate school fairs.

The Application for Admission and supporting documents must be in English and received no later than the posted deadlines. Incomplete applications will not be processed. Late applications may be processed at the discretion of the Admissions Committee.

#### *Matriculation Fee*

All students admitted to the Institute (regardless of program) must pay a \$500 matriculation fee to secure their admission. This fee is due upon acceptance of admission and is credited toward the first semester's tuition balance.

#### *International Student Admissions*

All international students who have been admitted to the Institute's M.A. program must complete the International Student Information Form. This form must be submitted with the admission application. The form is available from the Admissions Office and also on-line ([www.iwp.edu](http://www.iwp.edu)).

#### *Options If Not Admitted*

Students who are not admitted to the Master's program may be granted admission to the certificate or continuing education programs, if deemed eligible. Also, students may re-apply for admission to the Master's program according to the procedure outlined below.

### *Re-application Procedure*

Applicants who are not accepted for admission may re-apply after one year if they believe that they have improved a deficient segment of their application. Applications are retained by the Admissions Office for three years. Those who re-apply within three years must submit the following:

1. A letter requesting reactivation of their file;
2. An updated letter of academic or professional recommendation;
3. A new personal statement detailing education and professional goals;
4. Any updates to the applicant's academic or professional experience; and
5. A reactivation fee of \$100.

### *Deferral*

Students admitted into the M.A. program may defer matriculation for up to one year immediately following acceptance, provided that a deferment request is submitted to and approved by the Chairman of the Admissions Committee. Also, each deferment request requires a \$100 deferment fee. If more than one year passes, the student must additionally submit a re-activation letter with a \$100 fee. If more than three years pass, the student must submit a new application package. Students who are approved for deferral must submit the matriculation fee at the time of their initial acceptance of admission.

### *Second M.A. Degree*

Students who graduate with one of IWP's three M.A. degrees and wish to pursue a second M.A. degree must complete at least twenty-eight additional credit hours in the new degree, while fulfilling all necessary course requirements. An exact program of study must be determined in consultation with the Assistant Dean of Student Affairs. There is no additional application required; students must submit a letter to the Chairman of the Admissions Committee detailing their objectives in pursuing a second degree.

### **Certificate Program**

Applicants to the Institute's certificate program must submit the following (both on-line and paper applications are available):

1. A completed and signed Application for Admission;

2. Current resumé. In addition to your educational and professional background, any special skills that may enhance your application credentials should be included;
3. Official academic transcripts from all institutions attended (and sent directly to IWP from the home institution). Transcripts in a language other than English must be accompanied by certified English translations. A baccalaureate degree from a regionally accredited institution is required;
4. Personal Statement on Educational and Professional Goals;
5. Admissions Essay;
6. TOEFL scores (for international students). The results of the Test of English as a Foreign Language are required from students whose native language is not English, except for those who have completed a baccalaureate degree at an accredited English language institution of higher learning, or are foreign diplomats. For those taking the TOEFL, a minimum score of 600 for the paper-based test (offered at locations where the Internet-based test is not available) or 95 for the Internet-based test (iBT) is required. The test scores can be no more than two years old. IWP's institutional code is 9022. For more information, please visit [www.toefl.org](http://www.toefl.org); and
7. \$100 non-refundable application fee. The fee must be paid in U.S. currency or check, international money order, or an international check in U.S. funds drawn on a bank in the United States. The application fee is waived for those attending open houses or making scheduled private visits.

The Application for Admission and supporting documents must be in English and received no later than the posted deadlines. Incomplete applications will not be processed. Late applications may be processed at the discretion of the Admissions Committee.

#### *Matriculation Fee*

All students admitted to the Institute (regardless of program and scholarship) must pay a \$500 matriculation fee to secure their admission. This fee is due upon acceptance of admission and is credited toward the first semester's tuition balance.

#### *International Student Admissions*

All international students who have been admitted to the Institute's certificate program must complete the International Student Information Form. This form must be submitted with the admission application. The form is available from the Admissions Office or on-line ([www.iwp.edu](http://www.iwp.edu)).

#### *Deferral*

Students admitted into the certificate program may defer matriculation for up to one year immediately following acceptance, provided that a deferment request is submitted to and approved by the Chairman of the Admissions Committee. Also, each deferment request requires a \$100 deferment fee. If more than one year passes, the student must additionally submit a re-activation letter with a \$100 fee. If more than three years pass, the student must submit a new application package. Students who are approved for deferral must submit the matriculation fee at the time of their initial acceptance of admission.

### *Applying for Degree Status*

Students enrolled in the certificate program are not guaranteed admission into the degree program. Students wishing to apply to the M.A. program must follow the M.A. application instructions which require the submission of additional materials. No more than five courses taken prior to the granting of degree status may be credited toward the degree, and only if the grades received are B or higher.

### **Continuing Education Program and Auditors**

The Institute also welcomes applicants who demonstrate a serious interest in the study of national security and international affairs, but do not need a degree or certificate. Students have the option of enrolling in courses for credit or as auditors (non-credit). Auditing a course is a conditional privilege extended by the Institute: auditors are expected to attend class regularly and abide by the rules outlined in the section on auditing courses under Academic Policies and Procedures.

If a continuing education student has not registered for a course for more than two years, he must re-apply for admission.

Applicants to the continuing education program must provide the following (both on-line and paper applications are available):

1. A completed and signed Application for Admission;
2. Current resumé. In addition to your educational and professional background, any special skills that may enhance your application credentials should be included;
3. Official academic transcripts from all institutions attended. Transcripts in a language other than English must be accompanied by certified English translations. A baccalaureate degree from a regionally accredited institution is required;
4. Personal Statement on Educational and Professional Goals;
5. TOEFL scores (for international students). The results of the Test of English as a Foreign Language are required from students whose native language is not English, except for those who have completed a baccalaureate degree at an accredited English

language institution of higher learning, or are foreign diplomats. For those taking the TOEFL, a minimum score of 600 for the paper-based test (offered at locations where the Internet-based test is not available) or 95 for the Internet-based test (iBT) is required. The test scores can be no more than two years old. IWP's institutional code is 9022. For more information, please visit [www.toefl.org](http://www.toefl.org); and

6. \$100 non-refundable application fee. The fee must be paid in U.S. currency or check, international money order, or an international check in U.S. funds drawn on a bank in the United States. The application fee is waived for those attending open houses or making scheduled private visits.

### *Matriculation Fee*

All students admitted to the Institute (regardless of program) must pay a \$500 matriculation fee to secure their admission. This fee is due upon acceptance of admission and is credited toward the first semester's tuition balance.

### *International Student Admissions*

All international students who have been admitted to the Institute's continuing education program must complete the International Student Information Form. This form must be submitted with the Application for Admission. The form is available from the Admissions Office.

### *Applying for Degree or Certificate Status*

Current or prior continuing education students are not guaranteed admission into the certificate or degree programs. Students wishing to apply to these programs must follow the relevant application instructions which require the submission of additional and updated materials. No more than five courses taken prior to the granting of degree candidacy status may be credited toward the degree, and only if the grades received are B or higher. No more than two courses taken prior to admission into the certificate program may be credited toward any certificate, and only if the grades received are B or higher.

### *Undergraduate Admission Policy*

The Institute normally does not admit undergraduate students. However, truly exceptional undergraduates may petition the Chairman of the Admissions Committee for permission to apply to the continuing education program. A recent writing sample must accompany the continuing education application.

# 4

## 2011-2012 Tuition, Fees, Billing, and Payment Policies

### *Charge Rate*

Tuition (for credit) \$1,100 per credit hour (\$4,400 per 4-credit course)  
Tuition (auditing) \$550 per credit hour (\$2,200 per 4-credit course)  
Student Services Fee \$200/fall and spring semesters; \$100/summer semester (mandatory)  
Matriculation fee: \$500 for all students, due upon acceptance of admission  
Late Registration Fee \$200 for MA (returning); \$100 for Certif. & Cont. Ed.  
Admissions Application Fee \$100 (waived for students attending open houses, making scheduled private visits, or meeting with IWP personnel at graduate school fairs)  
Late Payment on DPP 1% of balance owed  
Deferment Fee: \$100  
Re-application Fee \$100  
Continuing Enrollment Fee \$50 (one-half credit hour)  
Official Academic Transcripts \$5 for first copy; \$2 each additional copy  
Domestic Overnight Add \$30/Shipment  
International Overnight Add \$100/Shipment  
Late Payment Penalty 15% per annum accruing bi-weekly (at a periodic rate of 0.58%) for as long as a balance remains unpaid. Financial hold on records until balance is paid.  
Non-payment penalty In addition to the late penalty assessment, a one-time penalty of 5% of the out-standing balance. Financial hold on records until balance is paid; potential of account referral to collection agency.  
Graduation Fee: \$250

### *Refund Policy (Fall 2011 and Spring 2012 semesters)*

Note: Base Refund = Tuition minus non-refundable deposits.

#### *Withdrawal Date Base Refund*

Before 2nd class 100% Before 3rd class 80% Before 4th class 60% Before 5th class 40% Before 6th class 20% After 6th class No refund

### *Refund Policy (Summer 2012 Session)*

Note: Base Refund = Tuition minus non-refundable deposits.

#### *Withdrawal Date Base Refund*

Before 2nd class 100%  
Before 4th class 50% After 4th class No refund

### *Books and Living Expenses*

The cost of books averages \$175 per course. IWP financial aid, private and federal student loans, and VA benefits are available to eligible students taking courses for credit. Please see the chapter on Financial Aid for more details.

All students who wish to attend the Institute should consider the various expenses associated with their education and with living in the Washington, D.C. metropolitan area before making a final decision to enroll. The Institute strongly recommends that international students contact the Office of Student Affairs to discuss all fees and expenses in detail. The Institute normally does not offer employment to students, so students should be well aware of their financial condition and confident that they have the necessary funding to study at the Institute.

Estimated annual living expenses, excluding tuition and fees, personal debts, and insurance, are approximated according to these costs-of-attendance budgets (tuition amount will be adjusted according to the student's actual enrollment):

<i>12 credit hours</i>	<i>Fall and Spring</i>	<i>Single Semester</i>	<i>Summer Session</i>
Tuition (\$1,100/credit)	\$26,400	\$13,200	\$13,200
Fees	\$400	\$200	\$100
Room and Board	\$15,000	\$7,500	\$3,750
Books and Supplies	\$1,000	\$500	\$500
Transportation	\$1,000	\$500	\$250
Personal Expenses	\$1,000	\$500	\$250
TOTAL	\$44,800	\$22,400	\$18,050

These costs-of-attendance budgets detail the approximate cost for an IWP education, depending on enrollment status. Only tuition and fees are direct costs (billed by IWP). All other costs are approximate expenses. These budgets will be used in the certification of Title IV federal student loans as well as applicable private/alternative loans.

### *Payment Policies*

Payment of tuition at IWP involves two steps. First, once you accept your admission offer, you are required to remit a matriculation fee of \$500, which will be applied to your tuition charges, along with the mandatory \$200 student services fee (\$100 for the summer session).

Satisfying tuition charges is due by the first night of the start of the semester. That is, IWP must have payment in full by the first night of classes for the semester, or be notified of specific billing/payment arrangements. You can remit payment by check, money order, electronic payment via ACH deduction from a checking account, or by

credit card. IWP does not accept cash payments. The Institute utilizes a vendor, Higher Education Services, for the collection of tuition payments, in order to provide maximum security of your consumer and personal information. Transactions with HES online are completely secure and encrypted; further, your personal information is completely protected with them.

- Mailing Your Payment – If you wish to remit your payment by check or money order, please address the check to Higher Education Services and note The Institute of World Politics in the memo section. Please mail your check to:

Higher Education Services  
IWP Plan  
P.O. Box 2653  
Harrisburg, PA 17105

- Electronic Payment – Electronic payments via ACH deduction from a checking account are a free transaction and result in quicker application of payments to your account. To make an electronic payment from your checking account, please visit the IWP website ([www.iwp.edu](http://www.iwp.edu)). For any questions about this service, please call Higher Education Services directly, toll-free, at (800) 422-0010, or see the IWP website, under Student Services, for complete information and a secure web portal to remit payment.

- Credit Card Payment – Higher Education Services processes credit card payments for IWP. This service involves a convenience fee charge. Please visit the IWP website, under Student Services, for complete information and a secure web portal to remit payment. For questions on the various payment options at IWP, please contact the Registrar at (202) 462-2101.

#### *Overdue and Non-Payment Penalties*

A one-time penalty equal to five percent of any outstanding balance will be imposed if the tuition for a particular semester has not been paid in full by the last day of that semester. Also, an interest penalty of fifteen percent per annum will accrue bi-weekly (at a periodic rate of 0.58 percent) for as long as the balance remains unpaid. A financial hold will be placed on the student's records, so that no official grade will be issued, or any academic credit granted, until the tuition is paid in full.

The Institute understands that students may suffer financial difficulties and is willing to work with students on solutions that will enable them to continue studying here. But this requires students to communicate responsibly with the Institute's administration and to explain their circumstances so that the Institute can determine if a solution is possible. A student who fails to explain to the Institute's satisfaction why an account has fallen into arrears, or who fails to pay the remaining balance by a mutually agreed upon deadline, will not be allowed to continue attending class. Furthermore, such a student's account may be turned over to a collection agency.

Finally, any student who has an outstanding balance from a previous semester will not be allowed to register for any further courses until his or her outstanding balance is paid in full.

### *Withdrawal and Refund Policy*

In the event that a student must withdraw from class, a course withdrawal form must be signed and submitted to the Registrar. Students who must drop out of a course for any reason may receive a refund depending on when they withdraw (see section on Refunds). Because the withdrawal date is defined as the date that the Registrar is notified of the withdrawal decision, students should submit such notification immediately upon making their decision to withdraw. Students who fully withdraw from classes forfeit the matriculation fee (if in their first semester) and the student services fee.

# 5

## Financial Assistance and Student Loans

Financial assistance is available to help students to finance their education at the Institute. In addition to merit-based IWP scholarships, there are cost-effective federal and alternative loan options for credit-worthy student borrowers.

### *Scholarships and Grants*

IWP offers merit-based scholarships to help high achieving/high potential students to finance their IWP education. See the chart below for details.

Merit-based scholarships are awarded by the Financial Aid Committee during the admissions process. If interested in being considered for a loan, please contact the IWP Director of Financial Aid at [financialaid@iwp.edu](mailto:financialaid@iwp.edu) or 202-462-2101.

IWP Financial Assistance is not automatically renewable. Satisfactory academic progress standards must be met and one must request assistance in subsequent years of enrollment.

### *Title IV Student Loans*

Federal Direct Loans and Federal PLUS Loans for graduate students are available for students to apply for, depending on requisite program requirements. These loans require at least half-time enrollment (five to eight credit hours per semester).

### *Federal Direct Loans*

Federal Direct Loans are offered in a subsidized format and an unsubsidized format. A Subsidized Federal Direct Loan is a federally guaranteed student loan offered to students who show financial need in which the interest is paid by the Federal government while the borrower is enrolled at least a half-time (5-8 credits per semester). An Unsubsidized Federal Direct Loan requires that the borrower must pay the interest while enrolled (or have the interest capitalized to the loan). Repayment starts six months after graduation or cessation of post-secondary enrollment. Loan limits are as follows:

Loan proceeds are disbursed in two disbursements, and are credited to student charges. If a credit balance results from the crediting of the funds, the credit balance will be refunded to the student in accordance with Title IV required timeframes.

Borrowers are entitled to in-school deferment if enrolled in a post-secondary educational program on at least a half-time basis. Borrowers who drop below half-time enrollment status, cease enrollment, or graduate enter repayment status after a six-month grace pe-

riod. Deferments are no longer valid during this timeframe, but borrowers can pursue forbearance options.

### *Federal PLUS Loans*

Graduate and professional students may also borrow under the Federal PLUS Loan program, which allows eligible borrowers to borrow the difference between Cost of Attendance and all financial aid received (including Federal Direct Loans). Students seeking to borrow under this program are required first to apply for a Federal Direct Loan. Federal PLUS Loans are credit-based, so applicants must meet credit requirements.

### *Alternative/Private Loans*

Many lenders offer private credit-based education loan options for students to finance their education, and many competitive loan programs are running in the 7-10% interest rate range (competitive with Federal student loan interest rates), with advantages such as reductions in loan fees, reductions in interest rate for consecutive on-time payments, and deferment/forbearance options.

IWP does not maintain a “preferred lender list.” However, the IWP Director of Financial Aid ([financialaid@iwp.edu](mailto:financialaid@iwp.edu)) can offer suggestions for different lenders that offer alternative loans for you to research.

Where required, such loans will be certified in accordance with the applicable cost of attendance budget.

### *Entrance and Exit Counseling Requirement*

Borrowers of Federal Direct Loans are required to undergo entrance and exit counseling, to advise of their rights and responsibilities as Federal Stafford Loan borrowers. IWP will administer this requirement online.

### *Verification Policy*

Title IV student aid applicants are sometimes selected for verification to resolve inconsistencies in data reported by the applicant with data matches from the Internal Revenue Service and Veterans Administration, or to make regulatory-allowable changes to certain data elements as a result of special circumstances.

If a student is selected for verification, either by IWP or the Department of Education, the IWP Financial Aid Director will request that the student submit certain documentation. In general, a student must submit to the IWP financial aid office a copy of their most recent Federal Income Tax Return (and all accompanying schedules).

For students selected for verification, IWP is minimally required until Title IV rules and regulations to verify the following data elements:

1. Household size;
2. Number of family members in college;
3. Tax paid; and
4. Certain untaxed income and benefits.

Other elements for verification may be requested as well. IWP will notify you by written correspondence of any additional information needed to complete the verification process.

By signing the Free Application for Federal Student Aid (FAFSA), you consent to providing verification documentation. Failure to do so may result in delays in Title IV student loan processing, or denial of Title IV student loans, as allowable under Title IV rules and regulations.

#### *Satisfactory Academic Progress Policy*

In order to maintain eligibility for Title IV financial assistance for a subsequent term at IWP, students must maintain satisfactory academic progress. Title IV regulations require that recipients of Title IV student financial assistance must successfully complete a minimum number of credits based on their enrollment status. IWP students must complete all coursework with a minimum of 3.00 GPA in order to maintain satisfactory academic progress.

In addition to maintaining a minimum 3.00 GPA, students enrolled full-time (nine credits or more) in the academic year must successfully complete eighteen credits to demonstrate academic progress. Students enrolled at least half-time (five to eight credits) for the academic year must complete ten credits to demonstrate academic progress. Students enrolling less than full-time one semester and full-time the other semester must complete the appropriate number of credits each semester based on their enrollment status. If a student enrolls less than half-time (four credits or less) for the academic year, the student must complete all credits attempted.

Credits are considered successfully earned with a letter grade of B- and above. *Incompletes, withdrawals, and grades below B- are not considered successfully completed credits.*

If a student repeats a course, the repeated course may not be considered when demonstrating progress. Courses repeated may only be counted once; therefore, students should consider this reduction when meeting with their academic advisor and registering for classes.

The following table summarizes satisfactory academic progress for Title IV student aid eligibility:

<i>Credits Attempted Annually</i>	<i>Minimum Credits Required</i>
18 or more	18
15-17	14
10-14	10
Less than 10	All Attempted

Academic records are reviewed at the end of each spring semester to determine satisfactory academic progress for the following academic year. Students who have met the minimum credit requirement each semester, who are in good academic standing, and who have not exceeded the appropriate number of semesters to complete their degree program are considered to have maintained satisfactory academic progress and are eligible for continued Title IV student financial assistance for enrollment in the next academic year, should they indicate a desire for consideration.

M.A. students are limited to a maximum of five years of financial assistance (three years for certificate students), in accordance with the Academic Progress Policy of the Institute. If a student is granted an extension of the five-year completion requirement by the Academic Dean, an extension of financial assistance may be considered. A separate written appeal must be made to the Director of Financial Aid.

#### *Federal Return of Title IV Funds Policy*

The Financial Aid Office is required by federal regulations to recalculate federal financial aid eligibility for students who withdraw, drop out, are dismissed, or take a leave of absence prior to completing 60 percent of a semester. Recalculation is based on the percentage of earned aid using the following Federal Return of Title IV funds formula:

*Percentage of aid earned equals percentage of semester completed equals the number of days completed up to the withdrawal date divided by the total days in the semester. (Any break of five days or more is not counted as part of the days in the term.)*

Unearned aid funds are returned to the appropriate federal program. The institution must return the amount of Title IV funds for which it is responsible no later than 45 days after the date of the determination of the date of the student's withdrawal.

Aid to be returned equals (100% minus percentage of aid earned) multiplied by the total amount of aid that could have been disbursed during the semester.

If a student earned less aid than was disbursed, the institution would be required to return a portion of the funds and the student would be required to return a portion of the funds. This may result in the student owing a debit balance to the institution.

If a student earned more aid than was disbursed, then the student may be eligible for a post-withdrawal disbursement. The institution must pay a post-withdrawal disbursement within 120 days of the student's withdrawal.

Unearned aid funds are returned in the following order:

1. Unsubsidized Federal Direct Loans (other than PLUS loans)
2. Subsidized Federal Direct Loans
3. Federal GradPLUS Loans

#### *Reinstatement of Title IV Student Aid Eligibility*

If students fail to meet the minimum academic progress standards, they can regain eligibility by attending classes during the summer term or a subsequent semester – without Title IV assistance – in order to make up the deficient number of credits.

A student can also file an appeal based on extenuating circumstances. An appeal must provide detailed reasoning as to why satisfactory academic progress was not attained, with supporting documentation as necessary. A student is only allowed one approved appeal. Appeal letters with appropriate supporting documentation should be addressed to the Director of Financial Aid.

# 6

## Student Services

### *Academic Advising and Counseling*

Students should consult with the Assistant Dean of Student Affairs for advice on core curriculum and other courses needed for their programs. Prior to registering for a given semester's coursework, students should contact the Assistant Dean of Student Affairs to ensure the proper selection and sequencing of courses. After this consultation, students should register for their courses by submitting the registration forms to the Registrar. In addition, students are assigned a faculty adviser in their first semester of study. Faculty advisers may also assist students with course selection, and can be a valuable source of mentoring and career advice.

Students who display poor academic performance, i.e., receiving a failing grade, should consult with their professors about how to improve their school work or the reason for their grades.

### *Career Counseling and Services*

The Director of Career Services provides career counseling and job placement services to IWP students, and schedules workshops and seminars that fit the career needs of the students. Any student may seek such services from the Director or from senior-level staff and professors. The Institute is committed to assisting its students in their search for employment in the foreign affairs and national security fields. Because of the personal experience of our faculty, guest lecturers, and even students in the foreign affairs, intelligence, and national security communities, the Institute has an extensive network of professional contacts. Students are encouraged to take advantage of the opportunities this offers in their job searches. Job announcements are regularly posted by e-mail, on the IWP Career Services webpage, and outside the Office of Student Affairs. The Director of Career Services may be reached at [ddortch@iwp.edu](mailto:ddortch@iwp.edu) or 202-462-2101.

### *Special Events*

The Institute sponsors or hosts a variety of special events throughout the year to which students are invited. Among these events are speeches by public and elected officials (especially in the international relations, defense, and intelligence fields) and by members of the diplomatic community and visiting dignitaries. Book receptions are also held for faculty members, guest lecturers, or friends who have recently published books on topics of interest to the Institute and its students.

In addition to the special events sponsored by the Institute, there are a variety of student activities held throughout the year. These events may be sponsored by the Office of

Student Affairs, the Student Government Association, or the Student Social Group. Among these are movie nights, receptions, and field trips in and around Washington, D.C.

### *Orientation for New Students*

All newly-admitted students are invited to an orientation shortly before the start of each semester. Students learn additional details about program requirements, academic policies and procedures, and available student services. Details about orientation are communicated by the Assistant Dean of Student Affairs.

### *Student Health Care and Immunizations*

There is no student health center at the Institute, so any emergency cases are referred to the George Washington University Hospital, located approximately one mile away at 900 23rd Street, NW in Washington D.C. (202-714-4000). For a complete list of area doctors and clinics in the area, please contact the Office of Student Affairs.

Before enrolling in courses at the Institute, all full-time students under the age of 26 must show proof of immunization against poliomyelitis, measles, mumps, rubella (German measles), diphtheria, and tetanus. Forms for this purpose are available from the Registrar or at [www.iwp.edu](http://www.iwp.edu).

### *Student Government Association*

The Student Government Association at the Institute is the student-led successor of a student consultative organization organized under the auspices of the Office of Student Affairs in 2004. For the first time, students elected officers in April 2011 to form this Association and draft by-laws. The Association serves as a mechanism for student input on Institute policies, decisions, and other matters. Alternately, the Association provides a means by which Institute administrators can consult with the student body.

### *Student Social Group*

The IWP Student Social Group is a student-led and self-governing organization designed exclusively for planning and holding extra-curricular events outside of the Institute. Some activities include museum outings, intramural sports, social gatherings, and a variety of outdoor activities. For more information, please contact Daniel Sampson at [dsampson@iwp.edu](mailto:dsampson@iwp.edu).

### *Financial Aid Counseling*

Eligible M.A. students may apply for IWP scholarships, as well as Federal Student Loans and private student loans and Veterans Educational Benefits. The Director of Financial Aid is available to assist the student in determining the type of financial assistance that best suits his financial condition and needs. Students applying for most types of financial

assistance must provide proof of financial need. Successful applicants are carefully selected and are notified immediately of their award. Students who are rejected for financial assistance are also contacted promptly.

### *Student Identification Cards and E-mails*

At the beginning of each semester, new students are issued a photo identification (ID) card. Photos are normally taken during the orientation or the first two weeks of classes. The ID card also serves as a student's library card for checking out books and other library materials. It may also be used for discounts on a variety of goods and services at outside businesses and organizations.

Students may also receive an IWP e-mail address upon matriculation into any of IWP's academic programs. Please contact the Assistant Dean of Student Affairs for additional details.

### *Internships*

The Institute endeavors to assist its students who are seeking internships in the foreign policy and national security fields in Washington, D.C. Students are encouraged to contact the Office of Student Affairs or IWP's Director of Career Services for information about internship opportunities outside IWP.

The Institute itself also offers a small number of internships to qualified persons throughout the year. Internship opportunities not only expose students to the most salient national security issues of the day, but also afford them the chance to work closely with scholar-practitioners and become an integral part of the Institute. Interns regularly include college students and recent graduates.

Please visit [www.iwp.edu](http://www.iwp.edu) for more information about the intern program and its benefits, or contact Mr. Colin Parks ([parks@iwp.edu](mailto:parks@iwp.edu)). Acceptance into the intern program does not guarantee admission into the Institute's educational programs.

### *Student Journal and Publishing of Student Papers*

A proposal for an IWP student journal was approved in Fall 2011 with a targeted first publication date sometime in spring 2012. This student-led journal will be comprised of scholarly essays submitted by students and approved by faculty members.

The Institute puts a premium on professional writing skills and offers assistance to students in publishing outstanding essays that are submitted for regular coursework throughout the semester.

### *Student Visas and Social Security Cards*

The Institute provides information and assistance to admitted international students in need of F-1 student visas (provided that they meet eligibility requirements). International students should contact the Registrar's Office (202-462-2101) or the U.S. Immigration and Customs Enforcement ([www.ice.gov](http://www.ice.gov)) for information on the various requirements for a student visa.

All international students must complete the International Student Information Form and mail this form along with their Application for Admission. The form may be requested from the Registrar.

International students in need of a social security card may apply online ([www.ssa.gov](http://www.ssa.gov)) but will need to visit a local Social Security Administration office to complete the process. The Washington, D.C. office is located at 2100 M Street, NW, Washington, D.C. 20037. Phone: 800-772-1213.

### *Housing Information*

The Institute does not provide student housing, and students are responsible for making their own housing arrangements. Several options, however, are available in the vicinity of IWP. Information to help students investigate these options is provided below.

The Institute is located in northwest Washington, D.C. near the Dupont Circle stop of the Metro subway's Red Line. Neighborhoods in northwest D.C. near the Institute include Dupont Circle, Adams Morgan, Woodley Park, Cleveland Park, and Embassy Row; Capitol Hill, Georgetown, and Foggy Bottom are also nearby. Areas in Maryland and Virginia that are accessible by the Metro subway and bus systems may be less convenient but are sometimes less expensive. Remember to consider safety and the availability of transportation – in addition to price – when searching for housing. There are many online resources to help find apartments for rent or townhouses to share, such as:

- [www.move.com](http://www.move.com)
- [www.washingtonpost.com](http://www.washingtonpost.com) (classifieds)
- [www.washingtoncitypaper.com](http://www.washingtoncitypaper.com) (classifieds)
- [www.craigslist.com](http://www.craigslist.com)
- [www.forrent.com](http://www.forrent.com)
- [www.rent.com](http://www.rent.com)
- [www.internsdc.com](http://www.internsdc.com)
- [www.studentads.com](http://www.studentads.com)
- [www.homesdatabase.com](http://www.homesdatabase.com)
- [http://www.iwp.edu/student\\_services/page/student-bulletin-board](http://www.iwp.edu/student_services/page/student-bulletin-board)

### *Maps and Resources for Metropolitan Washington*

For Metrobus and Metro (subway) schedules, passes, maps and information, please visit: [www.wmata.com](http://www.wmata.com). Note that the Institute is located nearest to the Dupont Circle stop on

the Metro subway's Red Line. It is also near the Farragut West stop of the subway's Orange/Blue Lines.

### *Procedures for Medical Emergencies*

In the event of a health emergency, there is a first aid kit on the main floor near the front entrance. If necessary, one should call the D.C. emergency telephone number ("911") to summon an ambulance. If an ambulance is not needed, the nearest 24-hour emergency medical center is located one mile away at the Ronald Reagan Institute for Emergency Medicine of the George Washington University Hospital, at 900 23rd Street, N.W., Washington, D.C.

Directions to the GWU Hospital from the Institute: turn left (south) onto 16th Street and proceed four blocks, moving into the right lane as you pass under Scott Circle, and, after emerging from the tunnel, turn right onto M Street; proceed eight blocks on M Street to 23rd Street; turn left onto 23rd Street and pass around Washington Circle in the middle lane, exiting at the bottom of the circle to stay on 23rd Street; you will see the hospital emergency entrance on your right shortly after leaving the circle.

### *Alumni Relations*

The IWP Alumni Association welcomes graduates of IWP's M.A. and certificate programs to become members. The Alumni Association exists to foster an ongoing connection between the Institute and its graduates while advancing the school's core values and strategic objectives. The Association initiates and sponsors activities that serve the IWP community, promotes lifelong learning, and binds alumni together in support of each other and their shared ideals. It strives to uphold civic virtue and moral leadership, and provide advice and perspective to the Institute. Additional information about the alumni club may be found at [www.iwp.edu](http://www.iwp.edu). Questions may be directed to [iwpalumniboard@gmail.com](mailto:iwpalumniboard@gmail.com).

### *School Closure Policy*

On rare occasions, the Institute may have to cancel classes due to inclement weather or other emergencies. All notifications about class/office cancellations are posted on the IWP website ([www.iwp.edu](http://www.iwp.edu)), sent out via e-mail, and/or listed on [www.wtop.com](http://www.wtop.com).

# 7

## Academic Policies and Procedures

### *Registration*

Registration is done online via WebAdvisor (starting in spring 2012). See detailed instructions on how to use WebAdvisor on the Registrar's webpage. Students are expected to seek academic guidance from the Assistant Dean of Student Affairs prior to completing their registrations. They may also consult with faculty advisers. Responsibility rests with students to register for the necessary courses in the proper sequence to meet the requirements of their programs. Course registration forms are available on the IWP website ([www.iwp.edu](http://www.iwp.edu)), and may still be used in lieu of on-line registration.

All prescribed charges for the previous semester must be paid before registration may begin. All charges for the ensuing semester must be paid, or provided for, before registration is complete. No student whose account is in arrears will be permitted to register until all obligations are met. This includes submission of medical records (when necessary) and payment of library fines. Students are responsible for maintaining a current U.S. address on file with the Institute. Students should advise the Registrar's Office of any address changes.

A late registration fee of \$200 for returning M.A. students and \$100 for certificate and continuing education students will be charged to students registering after the initial registration deadline. Registration changes via the Add/Drop procedure are permitted,

however. The tuition balance must be paid by the first day of class. New students must also pay the matriculation fee (\$500) upon acceptance of admission (this fee is applied to students' tuition balances). The Registrar may be contacted at [benson@iwp.edu](mailto:benson@iwp.edu) or by phone at 202-462-2101 x314.

Enrollment statuses:

Registered for 9 or more credit hours	Full-time
Registered for 5-8 credit hours	Half-time/Part-time
Registered for 4 or less credit hours	Less than half-time

### *Transfer of Credit from Other Institutions*

On rare occasions, graduate-level courses from appropriately accredited graduate schools may be transferred only into the Institute's Master's degree programs. Certificate program students may not transfer any courses from other institutions. Students must submit the Course Transfer Request Form to the Assistant Dean of Student Affairs, along with a syllabus of the course which they have already completed at another institution. Up to two courses are eligible for transfer.

### *Adding, Switching, or Dropping Courses*

Fall or spring semester students wishing to add, drop, or switch courses must do so by the conclusion of the first week of classes. Drops during the first week of the semester will result in complete erasure of the dropped course(s) from the student's transcript. Any courses that are dropped after the first week of classes are considered withdrawals. Drops during the second through fifth week of the semester will result in a grade of "W" on the student's official IWP record. Any student who drops/withdraws from a course within the first five weeks will be eligible for a partial refund of tuition (as described in the section "Withdrawal and Refund Policy"). Withdrawals after the fifth week of class will result in a grade of "F." Failure to drop a class(es) that is not attended will also result in a grade of "F." Except under extremely unusual circumstances, such as medical leave, a death in the family, job transfer, or military or other official duty, students who drop a course after the fifth week are not eligible for any refund.

Summer session students wishing to add, drop, or switch courses must do so before the second class meeting. Drops prior to the second class meeting will result in complete erasure of the dropped course(s) from the student's transcript. Any courses that are dropped after the second class meeting through the first two weeks of the semester are considered withdrawals. These courses will appear on the student's record with a grade of "W." Also, any summer student who drops a course within the first two weeks will be eligible for a partial refund of tuition (as described in the section "Withdrawal and Refund Policy"). Withdrawals after the second week of class will result in a grade of "F." Failure to drop a class(es) that is not attended will also result in a grade of "F." Except under extremely unusual circumstances, such as medical leave, a death in the

family, job transfer, or military or other official duty, summer students who drop a course after the second week are not eligible for any refund.

Students who wish to withdraw from any course on their schedule must complete and submit a Registration Add/Drop Form, which is available on the IWP website or from the Registrar's Office. Any pertinent refund will be administered as detailed in the "Withdrawal and Refund Policy" section.

Withdrawals due to extenuating circumstances (medical leave, bereavement, job transfer, military duty, etc) require that students petition the Director of Student Affairs if done so after the published withdrawal period deadline.

### *Directed Study*

Depending on the availability of the appropriate professor, directed studies may cover a range of selected topics. Directed Study requires permission from the Academic Dean and professor. The Directed Study Form must first be submitted to the Assistant Dean of Student Affairs who will forward it to the Dean for approval. Directed studies require meetings at least eight times per semester, regular required readings, and several short essays and/or a major research paper.

### *Honors Thesis*

An Honors Thesis option is available to select students with sufficiently high grade point averages (at least a 3.80 GPA). It is normally pursued in a student's final semester. For students in the M.A. in Statecraft and National Security Affairs and M.A. in Statecraft and International Affairs degrees, the thesis may substitute as an elective in the student's specialization. For students pursuing the M.A. in Strategic Intelligence Studies, the thesis will substitute for one of the four courses in the two specializations. Students must approach a faculty member to supervise the thesis. The student must submit the Honors Thesis Form to the Assistant Dean of Student Affairs, who will submit it to the Academic Dean. Upon approval of the application, which requires a thesis proposal, the Academic Dean will appoint a faculty review board to evaluate the thesis. Students who are approved for the Honors Thesis must formally register for it as part of their semester registration (the \$1,100 per credit hour rate applies). After the earning of a passing grade, a student must submit a bound copy of the thesis to the IWP library. Interested students should contact the Assistant Dean of Student Affairs for additional information and guidelines.

### *Satisfactory Academic Progress*

The Master's degree shall be completed within five calendar years after matriculation. An extension may be considered in cases where an extended leave of absence was approved. The certificate program shall be completed within three calendar years after matriculation. All requests for extensions (including reasons and expected time of return) must be submitted to the Assistant Dean of Student Affairs for approval.

Students seeking federal student aid eligibility must comply with IWP's Title IV Satisfactory Academic Progress Policy, as detailed in the financial aid section.

Students who wish to take off for a semester but desire to remain formally enrolled as a matriculating student will be assessed a continuous enrollment fee of \$50 for the semester in question. Students out of attendance for more than one semester must formally request a leave of absence (and pay the continuous enrollment fee), or will be subject to applying for reinstatement with the Assistant Dean of Student Affairs.

### *Auditing Courses*

Students may audit courses if they wish to study without earning academic credit or a grade. Tuition for auditing is \$550 per credit hour, which is one-half the regular rate. Auditing a course is a conditional privilege extended by the Institute: auditors are expected to attend classes regularly and complete the assigned readings, but they are not required to complete other coursework and are excused from discussions, examinations, and term-paper requirements. Students who audit courses may receive a transcript but not receive a grade or credit for the course. New students wanting to audit courses must apply to the Continuing Education program.

### *Switching Between Auditor and "For-Credit" Status*

An auditor who wishes to change to "for-credit" status must do so by the fourth class session of the semester (the for-credit tuition rate will then be applied and due immediately). Students taking a course for credit may switch to auditor status before the seventh class session of the semester (the auditor-rate will be applied, which may result in a tuition refund). Students must notify the Registrar of their intent to change status and complete all required forms.

### *Transcripts and Grade Notification*

At the conclusion of the semester, students can view their grades via WebAdvisor. Grade mailers will be mailed to students by request only. Students who fail to pay their tuition and other fees in full will have a hold placed on their records and will not be able to view their grades and will not be allowed to register for future courses.

For official transcripts, students must submit a signed Transcript Request Form (available on the IWP website or from the Registrar's Office) at least five business days in advance. The Transcript Request Form should be submitted to the IWP Registrar along with the requisite payment. Processing time may vary depending on the time of year and volume of requests. Transcripts are sent by U.S. first class mail or U.S. first class airmail in the case of foreign destinations.

All official transcripts issued by the IWP Registrar's Office are official if contained in a sealed envelope, and signed by the IWP Registrar. Official transcripts are printed on watermarked security paper.

Transcripts cost \$5 for the first copy and \$2 for each additional copy ordered at the same time. The transcript fee must be paid by credit card, money order or check (made payable to The Institute of World Politics). Transcripts cannot be billed to a tuition bill. Transcripts can also be sent via express courier service upon request. The fee for this service is \$30 per location for domestic orders and \$100 per location for international orders. This charge is in addition to the basic fee quoted above and should be included in your check or money order.

Under provisions of the Family Education Rights and Privacy Act of 1974, IWP cannot honor a transcript request for a student's academic record from any other individual (including parents), government agency, corporation, etc. without a signed release from the student authorizing the release to a specific person, corporation or agency. For this reason, IWP cannot accept requests for transcripts via telephone, fax, or electronic mail, or by a third party.

#### *Course Requirements and Scheduling Information*

Each four-credit course at The Institute of World Politics consists of forty-two hours of lectures or seminars; each two-credit course consists of twenty-one hours of lectures or seminars. Summer courses are intensive (normally meeting twice per week) and cover a full semester's worth of material in eight weeks. Substantial reading lists are assigned for all courses. At least two tests of a student's knowledge are administered in each course in the form of term papers, in-class examinations, or a combination of both.

For the fall and spring courses, there are normally three hours of lecture per class meeting, one day per week for fourteen weeks, with final exams in the fifteenth week. Daytime classes normally run from 2:30-5:30 p.m., while evening classes normally run from 6:30-9:30 p.m. For each of the summer courses, there are three hours of lectures per class meeting, two days per week (Monday/Wednesday or Tuesday/Thursday) for seven weeks, with final exams in the eighth week. Registration is available through WebAdvisor, via forms from the Registrar's Office, or by downloading copies from the IWP website ([www.iwp.edu](http://www.iwp.edu)).

#### *Leave of Absence*

A student who wishes to leave the Institute for more than one semester for professional, military, or personal reasons, but who intends to return in a future semester, may request a leave of absence. A Leave of Absence Form (available on the IWP website or from the Registrar's Office) must be signed and submitted to the Assistant Dean of Student Affairs for approval before the student begins the leave of absence.

Time limitations for completing the Master's degree (five years) continue to apply during the leave of absence, but requests for extensions may be considered in exceptional cases. When a student wishes to return, he must notify the Registrar no later than two months prior to the start of the semester in which the student intends to enroll.

### *Withdrawal from the Institute*

M.A. and certificate students who wish to withdraw from the Institute must submit the Withdrawal Form to the Registrar and complete an exit interview. Students with Title IV student loans will additionally be required to undergo Title IV exit counseling. Students who withdraw forfeit course deposits, and will be subject to the Title IV Return of Title IV Funds policy and IWP's Refund Policy, as appropriate.

If, for any reason, a student wishes to return to the Institute, a signed letter requesting re-admission, along with a \$150 fee, must be received by the Admissions Coordinator within two years of the original withdrawal. However, after two years, a student who wishes to return to the Institute must submit a new application package.

### *Comprehensive Examinations Required for Graduation*

In order to graduate from the Master's degree program, students must first successfully complete an oral comprehensive examination, followed by a three-hour written comprehensive examination. These exams are administered during the student's final year in the program.

Since the examinations are comprehensive, students will be responsible for material presented in all of their courses, particularly in subjects pertaining to statecraft and individual areas of specialization. Study guides may be obtained from the Assistant Dean of Student Affairs. Exam review sessions are also offered periodically throughout the year.

Students who fail the oral and/or written examinations must wait six months to re-take them. Only students who have passed comprehensive examinations will be invited to participate in the commencement ceremony, which takes place annually in May.

### *Grade Appeal Process*

A student may appeal a final grade that he believes to have been awarded mistakenly or unfairly. The student should first speak to the professor awarding the grade and seek to understand why the grade was given. If the student disagrees with the professor's reasoning, the student should explain why he believes that the grade is not accurate or appropriate, and request reconsideration of the grade.

Generally, the professor has the final word. In rare cases, the student may appeal by submitting a formal letter to the Assistant Dean of Student Affairs. In the appeal letter, the student must state that he has already met with the professor in an attempt to

understand the grade, summarize the result of this meeting, and explain the reason for the appeal. The Assistant Dean of Student Affairs will forward the matter to the Appeals Committee. The Appeals Committee consists of the Assistant Dean of Student Affairs and at least two faculty members appointed by the Academic Dean.

The Committee reviews the graded materials and meets separately with the student and the professor. After considering the case, the Committee reaches its decision, which is sent in writing to both the student and the professor. The Committee's decision is final.

All grade appeals must be initiated with the Assistant Dean of Student Affairs within three months of the student's receipt of notification of the grade.

### *Grievance Procedures in Cases of Alleged Discrimination and Harassment*

The Institute of World Politics does not discriminate in its programs and activities on bases prohibited by federal or DC law. These bases are: race, color, national origin, sex, disability, age, religion, marital status, personal appearance, sexual orientation, family responsibilities, political affiliation, or source of income. The person designated to handle inquiries regarding non-discrimination policies is the Assistant Dean of Student Affairs, who may be contacted at 202-462-2101 or [studentaffairs@iwp.edu](mailto:studentaffairs@iwp.edu). When a student believes that his rights have been denied by reason of discrimination, he may file a formal written grievance with the Office of Student Affairs. The grievance statement should be as specific as possible and include the action(s) that precipitated the grievance – e.g. the date, place, and people involved; the efforts made to settle the matter informally; and the remedy sought.

The Assistant Dean of Student Affairs will investigate the matters expressed in the written grievance, and may forward a copy to the person whose actions are the subject of the grievance. The Assistant Dean of Student Affairs may also interview witnesses, meet with the parties that are the subject of the grievance, and make other appropriate independent inquiries. The Assistant Dean of Student Affairs will submit the results of his investigation to the Appeals Committee. No more than thirty days after receiving this submission, the Appeals Committee will make a decision as to the appropriate resolution of the situation. Copies of the decision will be sent to the student, the Assistant Dean of Student Affairs, the person whose actions are the subject of the grievance, and the Academic Dean.

The Institute will follow similar procedures in cases of sexual harassment and other complaints of mistreatment against enrolled students by faculty, staff, or other students.

### *Privacy Rights of Students*

The Institute of World Politics complies with the provisions of the Family Educational Rights and Privacy Act of 1974 (FERPA). FERPA affords students certain rights with respect to their education records. These rights include:

1. The right to inspect and review the student's education records within 45 days of the day the school receives a request for access.
2. The right to request the amendment of the student's education records that the student believes are inaccurate, misleading, or otherwise in violation of the student's privacy rights under FERPA.
3. The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent. One exception which permits disclosure without consent is disclosure to school officials with legitimate educational interests. A school official is a person employed by The Institute of World Politics in an administrative, supervisory, academic or research, or support staff position; a person or company with whom the Institute has contracted (such as an attorney, auditor, or collection agent); a person serving on the Board of Trustees; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility. Upon request, IWP discloses education records without consent to officials of another school in which a student seeks or intends to enroll.
4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by the school to comply with the requirements of FERPA, to this office: Family Policy Compliance Office U.S. Department of Education 400 Maryland Avenue, SW Washington, DC 20202-5901

The Institute makes available Directory Information (not generally considered harmful or an invasion of privacy) including a student's name, IWP e-mail address, dates of attendance, and any degrees, certificates, or awards received. Directory Information may be disclosed without seeking student consent. However, students have the right to refuse the release of their directory information and may do so by sending a letter to this effect to the IWP Registrar. In this case, Directory Information will not be disclosed except with the consent of the student or as otherwise allowed by FERPA.

All official student records maintained by The Institute are considered confidential. Generally, only those academic and administrative personnel who have a legitimate educational interest may be granted access to official student records. Each student has the right to inspect his or her own official student education records personally by submitting a request in writing. Students may authorize by written consent access to third parties to review official education records.

Educational record information shall only be transferred to third parties on the condition that they are not permitted to disclose the information to others without written consent of the concerned student. The parent(s) of a dependent student may have access to the official student record after filing an affidavit that the student is a dependent for income tax purposes. The Institute must release records in compliance with a court order or any

other lawfully issued subpoena, after making reasonable effect to notify the concerned student in writing.

The IWP Registrar serves as the FERPA Compliance Officer. Please address any concerns to the IWP Registrar.

### *Distance Learning*

The Institute believes that the optimum form of education involves regular and direct interaction between the student and professor. Thus, as a rule, distance-learning options are not available to students, who are expected to complete all their requirements on campus.

### *Academic Standards and Grading Policy*

The Institute is dedicated to the highest academic standards. Students must complete all course requirements, which include regular attendance and passing at least two tests of academic competence (usually a term paper and an in-class final examination). Graduate students must earn a grade of B- or better to pass a course and to receive credit for it.

The Institute is opposed to grade inflation and expects that only the most outstanding students will earn the highest grades. The evaluation categories are shown below. Passing grades range from A+ to B-, while a grade of C+ or lower constitutes failure and earns no credit for graduate students.

### *Grade GPA Explanation*

A + 4.00 Outstanding

A 4.00 Excellent

A – 3.67 Very Good

B + 3.33 Good

B 3.00 Satisfactory

B – 2.67 Low Pass

C + or below 0.00

Fail, no graduate credit

I Incomplete; additional work required

W Withdrawal

### *Writing Skills*

The Institute places a premium on the writing skills of its students. Therefore, the grading of exams and especially papers will emphasize grammar, English usage, logical thought, and persuasiveness, in addition to content.

### *Freedom of Academic Inquiry and Expression*

The Institute rejects limits on the substance of expression, including the expression of unpopular facts or uncommon viewpoints. It encourages a free and open atmosphere on its campus because it supports the search for truth, a search that lies at the heart of the academic enterprise.

Thus students are encouraged to ask difficult questions and to express their reasoned and fact-supported opinions freely, considering only the constraints of common courtesy, time, the parameters of the class as structured by the professor, and the right of other students to the same opportunity.

The Institute teaches its students how to think – about the great issues of politics and statecraft – not what to think. IWP professors grade students on their knowledge and the strength of their arguments and research.

### *Incomplete Courses*

In order to request an Incomplete, students are required to fill out the Incomplete Grade Form provided by the Registrar (available on the IWP website), which must be signed by the student, professor, and the Dean of Academic Affairs. Normally, all work must be completed no later than six months following the end of the semester. After six months, the Incomplete automatically becomes an “F.” In rare circumstances, an additional extension of one semester may be granted upon petition to the professor. However, such a petition must be formally approved in writing by the professor and the Dean of Academic Affairs.

The form permits an automatic timeframe for the completion of academic work for the class, with an automatic change to a grade as noted with the expiration of the agreement. Incomplete grades not completed within the timeframe specified on the form will revert to an “F.”

### *Penalties for Excessive Incompletes*

Whenever possible, an Incomplete should be resolved before a student enrolls in additional courses. All students with two or more Incompletes will not be allowed to enroll in more courses.

### *Attendance*

Students are expected to attend each class session unless they have good reason for being absent. Professors may lower a student’s final grade due to irregular attendance, and may request that the student be removed from class if he has been excessively absent (as defined by the professor). Students will be responsible at examination time for knowing all materials presented in class.

Because many students have full-time jobs with heavy professional responsibilities, it is expected that students may have to miss a class. Under such circumstances, it is the duty

of the student to inform the professor of his absence and to study a classmate's class notes.

### *Academic Probation and Failure*

Academic Good Standing is defined as achieving and maintaining at least a 3.00 GPA. An M.A. student who fails to maintain a B average (3.00 GPA) during enrollment after at least twelve credit hours have been completed, or receives at any time a failing grade for a course (less than B- and no academic credit), will be placed on academic probation for the next two semesters. If the student fails to earn a 3.00 GPA in the courses taken during the probationary period, the student will be dismissed from the Institute. A student may appeal his dismissal in writing to the Appeals Committee. That Committee's decision is final.

Students on academic probation are not eligible for Title IV financial assistance, but can appeal for financial assistance reinstatement for the second term of their probationary period if they meet all other Satisfactory Academic Progress standards, as found in the Financial Assistance and Student Loans section of this catalog. Appeal letters with appropriate documentation should be addressed to the Director of Financial Aid.

If an M.A. student fails a course that is required in either the Core Curriculum or within a specialization (or if a certificate student fails a required course), the student will be required to re-take the course the next time it is offered. If the student fails the course a second time, he will be dismissed from the Institute.

### *Standards of Conduct*

Students are expected to maintain high standards of personal conduct and appearance. Proper decorum assists in the learning process, demonstrates a respect for others, and makes the educational experience more enjoyable and rewarding for all involved.

In general, behavior that is disruptive of the teaching and learning process will not be tolerated. A student may be expelled from class, and even from the Institute, if the student's conduct is determined to be disruptive or otherwise inappropriate. Students may appeal expulsion decisions to the Appeals Committee, the decision which is always final.

Students who exhibit violent behavior, engage in sexual harassment, or who appear to be under the influence of alcohol or illegal drugs at any IWP-sponsored event are also subject to expulsion. Standards of behavior include respect for the professor and the other students, avoiding excessive and inappropriate interruptions of lectures, and refraining from monopolizing both the time and subject matter of discussion sessions.

### *Honor Code*

The Honor Code of the Institute of World Politics prohibits lying, cheating, stealing, or plagiarism. Enrollment in any Institute course obligates the student to follow this code.

Cheating is defined as the giving or receiving of unauthorized assistance in any academic exercise and includes using work done in one course to fulfill the requirements of another course. Any violation of the Honor Code is punishable by a variety of measures, up to and including expulsion (see Expulsion Policy below).

Plagiarism is defined as the use of another's ideas or words (including partial sentences and short phrases) without quotation marks (for exact words) or credit given in a proper footnote. There is a broad range of actions that may be considered dishonest. The Institute considers as academically dishonest any act that unfairly aids a student or helps a student evade the normal work required in a course.

Students should be aware that a claim of ignorance will not be deemed as an acceptable defense against a charge of cheating. If a student has any doubt about the propriety of a particular action, he should discuss the situation with his professor, and if permission is given for something that might be deemed questionable, it is the student's obligation to obtain the agreement or permission of the professor in writing.

If students or faculty members suspect other students of cheating, they should first communicate their concerns directly to the student. If the matter is serious, it should be brought to the attention of the Assistant Dean of Student Affairs, who may choose to bring it before the Academic Dean. In this case, the student suspected or accused of cheating will be notified that a review is underway. The Dean will afford the student a chance to respond to the accusations. Then, after consulting with the Assistant Dean of Student Affairs, the Dean will find the student innocent or guilty and, if guilty, will specify the consequences, up to and including expulsion. The Dean's decision may be appealed to the Appeals Committee, the decision of which is final.

### *Dress Code*

The Institute's dress code requires wearing attire appropriate for a professional setting in order to promote a good learning environment and a climate conducive to respectful interaction.

### *Expulsion Policy*

Students may be expelled from the Institute for the following reasons:

- Exhibiting violent behavior, public intoxication, or illegal drug possession or use;
- Cheating or violating other parts of the Institute's Honor Code or standards of conduct (all delineated above);
- Conviction of a felony or misdemeanor while enrolled at the Institute; and
- Failing to maintain minimum academic standards as described under "Academic Good Standing, Academic Probation, and Failure."

An expelled student forfeits all fees and tuition not reimbursable under the withdrawal schedule. Students may appeal expulsion decisions to the Appeals Committee, the decision of which is final.

#### *Possession of Weapons, Public Intoxication, and Illegal Drugs on Institute Premises*

The possession, wearing, carrying, transporting, or use of a firearm, knife (non-kitchen), or other weapon is strictly forbidden on the Institute's premises. This prohibition also extends to any person who may have acquired a government-issued permit or license. Violation of this regulation will result in disciplinary action and sanctions up to and including expulsion. Disciplinary action for violations of this regulation will be the responsibility of the Assistant Dean of Student Affairs. Any questions regarding this policy, including the granting of exceptions for law enforcement officers and for persons acting under the supervision of authorized Institute personnel, should be addressed to the Assistant Dean of Student Affairs.

Public intoxication and the possession or use of illegal drugs on the Institute's premises at any time will also not be tolerated. Appropriate disciplinary action will be the responsibility of the Assistant Dean of Student Affairs and any violation of this policy may result in expulsion.

#### *Drug-Free Schools and Communities Act*

The Institute of World Politics is committed to promoting the health and safety of its campus community. The Institute is obligated under the Federal Drug-Free Schools and Communities Act Amendments of 1989 to enforce compliance with local District of Columbia alcoholic beverage laws on campus and at Institute-sponsored activities. IWP has adopted and implemented a program to prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees. Please see IWP's policy on drugs and alcohol in accordance with the Drug Free Schools and Communities Act in the Student Services section of the IWP website.

#### *Campus Police Authority and Jurisdiction*

The Institute of World Politics (IWP) does not have a Security Office. However, each employee has the authority to ask a person for identification to determine whether the individuals have lawful business at the Institute. IWP staff has no more authority to arrest than an average citizen. Criminal incidents are referred to the local police who have jurisdiction on the campus. IWP maintains a professional working relationship with the Washington, DC Metropolitan Police Department (WDCMPD). The Institute does not have a campus police unit. IWP relies upon the WDCMPD for policing, but does not have a contract or arrangement with the police.

It does not matter if the victim or assailant is an IWP student; it is important to notify the correct persons upon realizing a crime is being committed. Students and employees should report criminal offenses to IWP's Director of Operations (Brooks Sommer) at 202-462-

4600 ext. 316 for non-emergencies as soon as possible, and dial 9-1-1 for emergencies only. Please report any suspicious activity or person seen in parking lots, loitering around vehicles or inside IWP buildings to the Washington, DC Metropolitan Police Department (WDCMPD). Prompt reporting will assure timely warning notices on-campus and timely disclosure of crime statistics.

### *Jeanne Clery Act*

The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act requires institutions of higher learning to collect, report, and disseminate crime data to the campus community and U.S. Department of Education. The Institute of World Politics complies with this act and disseminates safety alerts to faculty, staff and students, produces an annual crime report, and maintains a log of reported criminal incidents on or around the Institute.

To learn more about the Clery Act, please visit [www.iwp.edu](http://www.iwp.edu) or [www.ed.gov](http://www.ed.gov)

# 8

## Faculty, Staff, and Governance

### **Full-Time Faculty**

Marek Jan Chodakiewicz

Professor of History, holding the Kosciuszko Chair in Polish Studies.

Expertise: History, Eastern Europe, Europe, communism and other extremist movements.

Education: B.A., San Francisco State University, 1988; M.A., 1990, M.Phil., 1992, and Ph.D., 2001, Columbia University.

Professional Experience: Formerly visiting professor, Loyola Marymount University and Assistant Professor of History and Kosciuszko Chair in Polish Studies, Miller Center of Public Affairs, University of Virginia (2001-2003).

Kenneth deGraffenreid

Faculty Chairman and Professor of Intelligence Studies.

Expertise: Intelligence, strategic command and control, national security policy, naval warfare, infrastructure protection and information warfare.

Education: B.A., Purdue University, 1967; M.A., The Catholic University of America, 1977; PhD work completed minus dissertation, The Catholic University of America.

Professional Experience: Pioneer in the development of graduate education in intelligence studies; Deputy National Counterintelligence Executive (2004-2005); Deputy Under Secretary of Defense for Policy Support, Department of Defense (2001- 2004); Senior Director of Intelligence Programs, National Security Council (1981-1987); Professional Staff, Senate Select Committee on Intelligence (1977-1981) and Captain, U.S. Navy Reserve.

Walter Jajko  
Professor of Defense Studies.

Expertise: Military strategy, national security policy, intelligence, information operations, sensitive operations, Eastern Europe.

Education: B.A., University of Pennsylvania, 1957; M.A., Columbia University, 1964.

Professional Experience: Brigadier General, USAF, Ret.; Former Assistant to the Secretary of Defense for Intelligence Oversight (Director, Special Advisory Staff, Office of the Under Secretary of Defense Policy); and Long-Range Planner, Office of the Secretary of the Air Force.

David M.L. Klocek  
Professor of Political Science.

Expertise: Political philosophy and theory, Central and Eastern Europe, Russia.

Education: B.S.F.S., International Politics, Georgetown University School of Foreign Service, 1983; A.M., Russian and Eastern European Studies, University of Michigan, 1986; Ph.D., Government, Georgetown University, 2000.

Professional Experience: Vice Dean of Academic Affairs, Institute of World Politics, 2008-2011; Chairman, Admissions and Financial Aid Committees, Institute of World Politics, 2005-2011; Faculty Chairman, Institute of World Politics, 2005-2010; Associate Professor of Political Science, Madonna University (Michigan), 2003-2005; Chairman, Department of Social Science and Assistant Professor of Political Science, St. Mary's College (Michigan), 2000-2003; University Fellow and Earhart Fellow, Georgetown University, 1989-1997; Intelligence Officer, Central Intelligence Agency, 1987-1990; and White House Correspondence Officer, 1986-1987.

John Lenczowski  
Founder, President, and Professor.

Expertise: International relations, integrated strategy, Soviet/Russian affairs, public diplomacy, ethics, and U.S. foreign policy.

Education: B.A., University of California, Berkeley, 1972; M.A., 1975 and Ph.D., 1980, Johns Hopkins University School of Advanced International Studies.

Professional Experience: Formerly Director of European and Soviet Affairs, National Security Council (1983-1987); Special Advisor to the Under Secretary for Political Affairs, Department of State (1981-1983); Congressional staff member (1979-1981); and Adjunct Professor, National Security Studies, Georgetown University (1985-2000). Author of *Full-Spectrum Diplomacy* and *Soviet Perceptions of U.S. Foreign Policy*.

Thomas P. Melady  
Senior Diplomat in Residence and Professor.

Expertise: Africa, the Balkans, diplomacy, public diplomacy, ethics.

Education: B.A., Duquesne University, 1950; M.A., 1952, and Ph.D., 1954, The Catholic University of America.

Professional Experience: Consultant to the U.S. government. Formerly U.S. ambassador to Burundi (1969-1972), Uganda (1972- 1974), and The Holy See (1989-1993); President, Sacred Heart University; Chairman, Department of African and Asian Affairs, Seton Hall University; and Assistant Secretary for Post-Secondary Education.

Author of *Faces of Africa, Development: Lessons for the Future*, and *The Ambassador's Story*.

Alberto M. Piedra  
Donald E. Bently Professor of Political Economy.

Expertise: Western civilization, economics, public diplomacy.

Education: Doctor in Law, University of Havana, 1951; Ph.D., University of Madrid, 1957; Ph.D., Georgetown Univ., 1962.

Professional Experience: Formerly Chairman, Department of Economics and Business, and Director, Latin American Institute, The Catholic University of America; Senior Area Advisor for Latin America, U.S. Mission to the United Nations (1987-1988); U.S. Ambassador to Guatemala (1984-1987); and U.S. Representative to the Economic and Social Council of the Organization of American States.

Juliana Geran Pilon  
Professor of Politics and Culture; Director, Center for the Study of Culture and Security, The Institute of World Politics.

Expertise: Culture and intelligence; democratization, regime change, and national security; civil society building; nationalism, ethnic conflict, and islamism; international organizations, terrorism, and globalization; public diplomacy and strategic outreach.

Education: B.A., 1969, M.A., 1971, and Ph.D., 1974, University of Chicago.

Professional Experience: Formerly Vice President, International Foundation for Election Systems; Senior Policy Analyst, The Heritage Foundation; Professor at George Washington University, Johns Hopkins University, and St. Mary's College (MD). Member of the Council on Foreign Relations. Author of over two hundred articles and reviews, as well as several books, notably *Soulmates: Resurrecting Eve*; *The Bloody Flag: Post-Communist Nationalism in Eastern Europe*; *Notes from the Other Side of Night*; *Why America is Such a Hard Sell: Beyond Pride and Prejudice*; and *Every Vote Counts: The Role of Elections in Building Democracy*.

Charles R. Smith

Dean of Academic Affairs and Professor of Politics and History.

Expertise: Military history, military strategy, political theory, statesmanship.

Education: B.A., St. Francis College, 1968; M.A., 1973, and Ph.D., 1982, The Catholic University of America.

Professional Experience: Professor of History and Politics Emeritus, Marymount University; Faculty Ethics Fellow, Marymount University, 2005-2006. Formerly military historian and research analyst for Data Memory Systems, Inc., a historical evaluation and research organization. Member, American Political Science Association; Claremont Institute; Intercollegiate Studies Institute; the History Society; and the Naval Institute. Named in "Who's Who" among America's teachers, 2003-04 and 2004-05. First Recipient of Marymount University's Faculty Honors Fellow Award, 2007. Four-time final nominee for Robert A. Draghi Outstanding Faculty Award at Marymount University. Contributor to *Early Peoples of Britain and Ireland, An Encyclopedia*.

John J. Tierney, Jr.

Associate Dean, Chairman of the Admissions and Financial Aid Committees, and Walter Kohler Professor of International Relations.

Expertise: U.S. foreign policy, history, security strategy.

Education: B.A., LeMoyne College, 1962; Ph.D., University of Pennsylvania, 1969.

Professional Experience: Formerly Professor of International Relations, University of Virginia and The Johns Hopkins University; Professor and Chairman, Politics Department, The Catholic University of America; and Chief of the International Relations Division, Arms Control and Disarmament Agency. Author of *The Politics of Peace: What's Behind the Anti-War Movement*; *Chasing Ghosts: Unconventional Warfare in American History*; and *Conceived in Liberty* (forthcoming).

J. Michael Waller

Walter and Leonore Annenberg Professor of International Communication.

Expertise: Foreign propaganda, political warfare, information warfare, public diplomacy.

Education: B.A., George Washington University, 1985; M.A., 1989, and Ph.D., 1993, Boston University.

Professional Experience: LDESP Faculty Member, Naval Postgraduate School. Vice President, Center for Security Policy. Consultant to the U.S. Department of State, U.S. Information Agency, U.S. Agency for International Development, Office of the Secretary of Defense, U.S. Army. Author, *The Public Diplomacy Reader*; *Founding Political Warfare Documents of the United States*; *Secret Empire: The KGB in Russia Today* and *Fighting the War of Ideas Like a Real War*.

### **Adjunct Faculty**

Norman A. Bailey

Consulting Economist, The Potomac Foundation; President, Norman A. Bailey, Inc.; President, Institute for Global Economic Growth.

Expertise: Economics, economic warfare.

Education: B.A., Oberlin College, 1953; M.I.A., 1955, and Ph.D., 1962, Columbia University.

Professional Experience: Office of the Director of National Intelligence 2006-2007; Formerly Senior Director of International Economic Affairs, National Security Council (NSC) and Senior Director of National Security Planning, NSC (1981-1983); Strategic Intelligence and Joint Operational Planning, U.S. Army; and professor, City University of New York. Author of *Latin America in World Politics*, *Operational Conflict Analysis*, *The Strategic Plan That Won the Cold War*, other books, and numerous articles.

Raymond J. Batvinis

Consultant/Investigator, RJB Associates.

Expertise: Counterintelligence, history

Education: B.A., Iona College, 1968; M.A., The Catholic University of America, 1970; Ph.D., The Catholic University of America, 2002.

Professional Experience: Consultant/Investigator, RJB Associates (2000-Present); Instructor, Major, Capps, and Associates (1997-2000); and Supervisory Special Agent, FBI (1972-1997). Author of *The Origins of FBI Counterintelligence*.

David Burgess

Chief of Operations, Europe, Mediterranean and Asia Region, U.S. Peace Corps.

Expertise: Democracy-building; civil society; international law; international development; immigration, asylum and refugees.

Education: B.S.F.S., 1970, and M.S.F.S., 1978, Georgetown University School of Foreign Service; J.D., 1978, Georgetown University School of Law.

Professional Experience: Government official, Acting Regional Director, U.S. Peace Corps, International democracy and development consultant; Chairman of the Board, previously Executive VP, America's Development Foundation; Director, U.S. Democracy Fellows Program, World Learning, Inc.; Chief of Party for civil society, democracy, governance, media and NGO development programs in Russia, Africa, the Caucasus, Central Asia, and East and Central Europe; Director, Office of Policy, Programs, Legislation and Public Diplomacy, Bureau of Human Rights and Humanitarian Affairs, U.S. State Dept.; Director, Office of Planning and Policy Analysis, U.S. Peace Corps; Country Director/Acting Country Director, U.S. Peace Corps in Morocco, Niger, Democratic Republic of Congo (Zaire), Burkina Faso (Haute Volta), Kazakhstan, Romania, the Philippines, Moldova and Kyrgyzstan; overseas and domestic command and staff positions as a U. S. Air Force officer; member, D.C. Bar Association; board member, U.S. Selective Service System.

Lee Edwards

Distinguished Fellow, The Heritage Foundation; Chairman, Victims of Communism Memorial Foundation.

Expertise: Mass media, international communication.

Education: B.A., Duke University; Ph.D., The Catholic University of America, 1986.

Professional Experience: Adjunct Professor of Politics, The Catholic University of America; Fellow, Institute of Politics, John F. Kennedy School of Government, Harvard University. Formerly Vice Chairman, National Commission on Libraries and Information Science and Director, Institute on Political Journalism, Georgetown University. Author of *The Essential Ronald Reagan*; *Mediapolitik: How the Mass Media Have Transformed World Politics*; *Ronald Reagan: A Political Biography*; and numerous other books and articles.

Roger W. Fontaine

Washington-based writer.

Expertise: Latin America, foreign culture.

Education: B.A., Valparaiso University, 1963; M.A., 1965, and Ph.D., 1970, Johns Hopkins University School of Advanced International Studies.

Professional Experience: Formerly Director of Latin American Affairs, National Security Council (1981-1983); diplomatic correspondent for the *Washington Times* and *Tiempos del Mundo*; consultant to the U.S. Mission to the Organization of American States; Director of Latin American Studies, Center for Strategic and International Studies.

Author of *Terrorism: The Cuban Connection*, *Sante Fe III: Making Democracy Work in the Americas*, and currently working on a book on global energy questions.

Paul A. Goble

Director of Research, Azerbaijan Diplomatic Academy.

Expertise: Former Soviet nationalities, Russia, Eastern Europe, Islam in the former Soviet Union.

Education: B.A., Miami University, 1970; M.A., University of Chicago, 1973.

Professional Experience: Former Professor, University of Tartu (Estonia); formerly Special Advisor to the Director, International Broadcasting Bureau; Senior Advisor to the Director, Voice of America; Assistant Director for Broadcasting and Director of Communications, Radio Free Europe/ Radio Liberty; Special Advisor on Soviet Nationality Problems, U.S. Department of State; and analyst at the Central Intelligence Agency.

Sebastian Gorka

Associate Professor of Irregular Warfare, National Defense University.

Expertise: Insurgency, irregular warfare, militant ideologies, terrorism.

Education: B.A., Philosophy and Theology (Honors), Heythrop College, London University; M.A., Diplomacy and International Relations, Budapest University of Economics and Public Administration (*summa cum laude*); Ph.D., Political Science, Corvinus University (Budapest).

Professional Experience: Guest Professor, U.S. Joint Special Operations University (2005-Present); Adjunct Professor for Terrorism and Security Studies, George C. Marshall Center for European Security Studies (2004-Present); Executive Director, Center for Euro-Atlantic Integration and Democracy (Budapest), 2001-2002; Policy Analyst, Terrorism, European Security, and Military Reform, RAND Corporation (1999-2000); Author of several journal articles, books, book chapters, and monographs, including, "Terrorism and Religious Extremism" in *Globalization in the 21st Century: How Interconnected Is the World?* (forthcoming), "Counterinsurgency Theories Comeback," "Al-Qaeda and von Clausewitz - Rediscovering the Art of War," and co-author of *Toward a Grand Strategy Against Terrorism*.

Christopher C. Harmon

Matthew C. Horner Chair of Military Theory, Marine Corps University (Quantico, VA)

Expertise: Terrorism, counterterrorism, revolutionary warfare, international relations.

Education: B.A., Seattle University, 1977; M.A., 1984, and Ph.D., 1984, Claremont Graduate School.

**Professional Experience:** Executive in the Program on Terrorism and Security Studies, George C. Marshall European Center for Security Studies. Full professor and then academic chair, Marine Corps University, 1993-2007. Associate Professor of Strategy, Naval War College, 1988-1992. Legislative aide for foreign policy, U.S. House of Representatives, 1985-1988. Author of *Terrorism Today* (2000; 2007). Lead Editor and co-author for *Toward a Grand Strategy Against Terrorism* (2010). Co-editor and co-author, *Statecraft and Power* (1994). Recipient of award for distinguished public service, Department of State. Author of articles in *Orbis*, *Strategic Studies Quarterly*, *Vital Speeches*, etc.

**Brian J. Kelley (In Memoriam)**

Retired USAF Officer; Retired CIA Operations Officer; Former Director of Training and Public Affairs, Office of the National Counterintelligence Executive.

Expertise: U.S. counterintelligence.

Education: B.A., St. Michael's College, 1964; M.A., Florida State University, 1974.

**Professional Experience:** Served as a counterintelligence case officer and CI manager during five overseas tours spanning more than four decades. As a career USAF officer, had numerous command assignments as well as being the director of Counterintelligence training for the USAF Office of Special Investigations. As a case officer in the CIA's Directorate of Operations, served in senior management positions both in Washington and overseas. Currently teaching at various institutions of higher learning and for numerous courses held at CIA, NSA and within the Department of Defense. Has provided lectures at the International Spy Museum and at the Smithsonian Museum. Recipient of numerous awards to include CIA's Distinguished retirement medal.

**Ross H. Munro**

Expertise: China, Asia, international relations.

Education: B.A., University of British Columbia, 1965; Doctoral program in political science, Stanford University, 1965-67.

**Professional Experience:** Formerly Director of Asian Studies, Center for Security Studies. Previously Resident Scholar and Director of the Asia Program, Foreign Policy Research Institute (1990-97); Bangkok, New Delhi, and Hong Kong bureau chief, *Time* magazine (1978-1990); and Beijing bureau chief, *Toronto Globe and Mail* (1975-77). Co-author, *The Coming Conflict with China*, and author of numerous articles published in leading journals and collections.

**Joshua Muravchik**

Fellow, Foreign Policy Institute, Johns Hopkins University School of Advanced International Studies.

Expertise: Political ideologies, U.S. foreign policy, democracy.

Education: B.A., City College of New York, 1970; Ph.D., Georgetown University, 1984.

Professional Experience: Formerly Resident Scholar, American Enterprise Institute; Fellow in Residence, Washington Institute for Near East Policy; Executive Director of the Coalition for a Democratic Majority; and member, State Department Advisory Committee on Democracy Promotion, Commission on Broadcasting to the People's Republic of China. Member of the editorial boards of *World Affairs*, *Journal of Democracy*, and *The Journal of International Security Affairs*; and member of the board and executive committee of Freedom House. Author of numerous articles and books, including *The Next Founders: Voices of Democracy in the Middle East*; *The Future of the United Nations*; *Heaven on Earth: The Rise and Fall of Socialism*; and *Exporting Democracy: Fulfilling America's Destiny*.

Eugene Poteat

President, Association of Former Intelligence Officers.

Expertise: Intelligence, Science and Technology, national security.

Education: B.S., The Citadel, 1957; M.A., The Institute of World Politics, 2001; and LL.D., The Institute of World Politics, 2010

Professional Experience: President, Association for Intelligence Officers (2000-Present); Director, Strategic Research Group, Electronic Warfare Association (1993-2002); Founder, President and CEO, Petite Research Group, Inc. (1980-1993); Central Intelligence Agency (1960-1980); and member of Technical Staff, Bell Telephone Laboratories (1957-1960).

Henry D. Sokolski

Executive Director, Nonproliferation Policy Education Center.

Expertise: Nuclear and missile proliferation, nuclear energy and arms controls.

Education: B.A., Pomona College, 1972; M.A., University of Chicago, 1980.

Professional Experience: Current member of the U.S. Congressional Commission on the Prevention of Weapons of Mass Destruction, Proliferation, and Terrorism; member of the U.S. Congressional Commission to Assess the Organization of the Federal Government to Combat the Proliferation of Weapons of Mass Destruction (1999- 2000); member of the Central Intelligence Agency's Senior Advisory Board (1995-1996); Deputy for Non-proliferation Policy, U.S. Department of Defense (1989-1993); Office of the Director of Net Assessment, Office of the Secretary of Defense (1989); professional military aide, Office of Senator Dan Quayle (1983-1988); and nuclear energy aide to Senator Gordon Humphrey (1982-1983). Author, *Best of Intentions: America's Campaign Against*

*Strategic Weapons Proliferation, 1945-2000*; editor of sixteen other volumes on strategic arms control and proliferation-related topics for the U.S. Army War College Strategic Studies Institute, including, most recently, *Nuclear Power's Global Expansion: Weighing Its Costs and Risks*.

Robert W. Stephan  
Central Intelligence Agency (NCS retired)

Expertise: Intelligence and counterintelligence history.

Education: B.A., University of Maryland, 1978; M.A., American University, 1984; Ph.D., George Washington University, 1997.

Professional Experience: Formerly adjunct professor, Defense Intelligence College, 1991-92; counterintelligence analyst, Defense Intelligence Agency, 1984-87; Soviet military analyst, Library of Congress, 1981-84; and Russian linguist, U.S. Air Force, 1970-1981. Adjunct Professor, Mercyhurst College, 2006-present. Author of *Stalin's Secret War: Soviet Counterintelligence Against the Nazis, 1941-1945*.

Douglas E. Streusand  
Professor of International Relations, Marine Corps Command and Staff College.

Expertise: Islam and Islamic civilization, historical and contemporary; Islam and politics, terrorism, world history, international relations, military history

Education: B.A., Duke University, 1976; M.A., University of Chicago, 1981; Ph.D., University of Chicago, 1987.

Professional Experience: Professor, American Military University (1997–2006); Senior Fellow, The Investigative Project of the Middle East (1997-98); Senior Fellow & Director of Greater Middle East Program and the Global Strategy Discussion Program, U.S. Global Strategy Council (1994-95); Chairman, Persian Gulf Working Group (1991-94); Visiting Fellow, The Heritage Foundation (1988-90). Author of *Islamic Gunpowder Empires (2010)*; *The Formation of the Mughal Empire (1987)*; and numerous chapters, articles and reviews.

David L. Thomas  
Department of Defense.

Expertise: Intelligence, counterintelligence, intelligence history, foreign intelligence systems.

Education: B.A. and M.A., 1970, Brown University; D-Phil., 1980, Oxford University.

Professional Experience: Formerly Senior Analyst, Directorate for Security and Counterintelligence, Defense Intelligence Agency (DIA); analyst, Soviet/Warsaw Pact

Division, Foreign Intelligence Directorate, DIA; adjunct professor, National Security Studies Program, Georgetown University (1987-1994); and lecturer at the National War College, the National Defense University, the Joint Military Intelligence College, and the Central Intelligence Agency.

S. John Tsagronis

Senior Principal and Director of National Security Emergency Preparedness programs, Science, Research, and Analysis (SRA)

Expertise: National security affairs, national security strategy, counterinsurgency, continuity of government.

Education: B.S., Political Science, Bates College; H.B. Earhart Scholar, The Fletcher School of Law and Diplomacy, Tufts University.

Professional Experience: Adjunct Fellow, Center for Civil-Military Relations, Naval Postgraduate School; Formerly Senior Director for Policy Implementation, National Security Council; Deputy Assistant Administrator, Office of Foreign Assistance, U.S. Department of State; Deputy Assistant Administrator, U.S. Agency for International Development; and Senior Analyst, National Security Research, Inc.

### **Administration**

President Dr. John Lenczowski

Dean of Academic Affairs Dr. Charles R. Smith

Vice President for Administration and Finance Mr. Jim Holmes

Vice President of Institutional Advancement Ms. Tricia Lloyd

Associate Dean and Chairman of the Admissions and Financial Aid Committees Dr. John J. Tierney, Jr.

Faculty Chairman Mr. Kenneth deGraffenreid

Director of Libraries and Information Services Mr. James Stambaugh

Registrar Ms. Hasanna Benson

Assistant Dean of Student Affairs and Admissions Coordinator Mr. Jason Johnsrud

Director of Student Recruitment Mr. Colin Parks

Director of Professional Affiliations Ms. Linda Strating

Director of Financial Aid Ms. Ingrid Abernathy

Business Manager and Bursar Mr. Donald Brown

Operations Manager Mr. Brooks Sommer

Assistant to the President and Development Officer Ms. Kathy Carroll

Library Manager Mr. Dmitry Kulik

Assistant for Academic Affairs Mr. Daniel Acheson

Communications Officer Mr. Charles Van Someren

Development Officer Mr. Dominic Bonaduce

Recruitment Officer Mr. Andrew S. Horner

The Institute's offices are open Monday-Friday, 9:00 a.m. to 6:00 p.m. (except federal holidays) and may be contacted at (202) 462-2101 or [info@iwp.edu](mailto:info@iwp.edu). Out-of-town callers may use our toll free number: 888-566-9497. The Institute's web address is [www.iwp.edu](http://www.iwp.edu).

### **Board of Trustees**

Owen T. Smith, Esq., Chairman of the IWP Board of Trustees, Professor Emeritus, Long Island University.

Paul Behrends, Esq., Crowell & Moring, LLP.

Mr. Carlos Fonts, Chairman and CEO, Nortam Capital, LLC.

Mr. Francis J. Kelly, Managing Director and Head, Government Affairs – Americas, Deutsche Bank AG.

Dr. John Lenczowski, Founder and President, The Institute of World Politics

Mr. John Lovewell, Partner, Keenan Lovewell Ventures

Mr. Colin McIntosh, The McIntosh Foundation, IWP Class of 2007

Mrs. Abby S. Moffat, Vice President and COO, The Diana Davis Spencer Foundation

Brig. Gen. John W. Nicholson, U.S. Army (ret.), Prior, International Order of St. Hubertus

Mr. Erik D. Prince, CEO, The Prince Group and Prince Manufacturing

Mr. Edward Reilly, Former Chairman, U.S. Parole Commission

Col. Francis X. Ryan, USMC (ret.), President, CPA, F.X. Ryan & Associates, Ltd.; Chairman of the Board, Good Shepherd Center; and Audit Committee Member, Archdiocese of Baltimore

Mr. B. Francis Saul, III, President, Saul Centers, Inc.

Mr. Peter C. Schaumber, Schaumber Group, LLC; former member, National Labor Relations Board.

Mr. Barry R. Sullivan, Founder and Former President, SME, Inc.

Amb. Aldona Z. Woś, M.D., Former U.S. Ambassador to Estonia.

### **Board of Trustees Emeriti**

Terry Balderson, former President, Capital Formation Counselors.

Donald E. Bently, Chairman and CEO, Bently Pressurized Bearing Company.

Kenneth M. Crosby (In Memoriam), late Diplomatic Liaison, Merrill Lynch & Company.

Kenneth E. deGraffenreid, Professor of Intelligence Studies, The Institute of World Politics; former Special Assistant to the President of the United States for National Security Affairs.

James G. Jatras, Partner, Venable LLP; former Foreign Policy Counsel, Senate Republican Policy committee; former Foreign Service Officer.

Jeffrey D. Ludwig, Senior Vice President, NAI Michael Companies.

Thomas P. Melady, Senior Diplomat in Residence, The Institute of World Politics; former President, Sacred Heart University; and former U.S. Ambassador to Uganda, Burundi, and The Holy See.

Alfred S. Regnery, Publisher and CEO, Regnery Publishing, Inc.

Thomas L. Phillips, Chairman, Phillips International Inc.

Joseph H. Torras, Chariman Emeritus, Eastern Pulp and Paper Corporation.

### **Board of Academic Advisors**

Alain Besançon, Director of Studies, École des Hautes Études, Paris.

Vladimir Bukovsky, author; former Soviet human rights activist.

Midge Decter, Director Emerita, Committee for the Free World.

Erik Goldstein, Chairman, Department of International Relations, Boston University.

Morton Kondracke, nationally syndicated columnist.

Carnes Lord, Naval War College; formerly National Security Advisor to the Vice President and senior official with the National Security Council.

Michael Novak, Director of Social and Political Studies, American Enterprise Institute.

E. Eugene Pell, former President, Radio Free Europe/Radio Liberty; former Director, Voice of America.

Robert R. Reilly, National Defense University; former Director, Voice of America; Senior Fellow for Strategic Communication, American Foreign Policy Council.

Douglas A. Sears, Associate Provost and Assistant to the President, Boston University; Former Dean, School of Education, Boston University.

### **Board of Advisors**

Neil Alpert, Partner, The Kiawah Group.

Adam Bak, Chairman and CEO, Adamda Imports International, Inc.

John K. Castle, Chairman and CEO, Castle Harlan, Inc.

Steve A. Fausel, Chairman, The Fausel Companies.

Margaret Gianinni, M.D., F.A.A.P., Former Director of the Health and Human Service Office on Disability.

Stephen J. Klimczuk, Associate Fellow, Oxford University Institute for Science, Innovation, and Society; Former Vice President, John Templeton Foundation.

John F. Lehman, Chairman and CEO, J.F. Lehman & Company; former Secretary of the Navy.

Michael Maibach, President and CEO, European-American Business Council.

Tidal W. McCoy, Managing Partner, Washington Capital Partners; former Under Secretary of the Air Force.

J. William Middendorf, II, Chairman, Middendorf & Company; former Secretary of the Navy and U.S. Ambassador to the Netherlands, the OAS, and the EC.

Larry Pressler, former U.S. Senator and member, Senate Committee on Foreign Relations.

Rear Admiral David Rogers, U.S. Navy (ret.).

Curtin Winsor, Jr., former U.S. Ambassador to Costa Rica.

## **History of the Marlatt Mansion**

The Marlatt mansion, built in 1908 by Dr. Charles Marlatt, is one of the few grand homes remaining on downtown 16th Street, N.W. The Marlatt family maintained the house until selling it in 1970.

From 1973 to 1975 it was owned by the government of the U.S.S.R., which used it to house the Soviet Embassy's Office of the Commercial Counselor, as well as offices of the KGB. During that time it is believed to have served as the temporary residence of Soviet Communist Party General Secretary Leonid Brezhnev. In 1994, an Institute Board member and benefactor, Mr. Donald E. Bently, purchased both the mansion and two adjacent houses, one of which had belonged to a passenger who perished on the RMS *Titanic*. The houses were renovated, combined into one structure in 1998, and named Bently Hall.

Dr. Marlatt, who was an entomologist with the Department of Agriculture during Theodore Roosevelt's presidency, had a distinguished career as an insect illustrator, world traveler, author of numerous works on entomological subjects, and President of the Cosmos Club. He designed the decorative wood and plaster carvings of insects, birds, and animals found throughout the main floor of the mansion. The Institute has endeavored to maintain the original character of this historic and beautiful mansion. The arts-and-crafts style of the interior is seen in the main floor's beamed ceilings and extensive use of wood paneling. English oak is used in the front foyer, American white oak in the living room (now the front classroom), and Mongolian redwood (a type of mahogany) in the rear dining room. Dr. Marlatt brought back the redwood from an expedition to China in 1902.

A more complete architectural description and early history of the mansion appears in volume two of *Sixteenth Street Architecture* published by the Government Printing Office.