A Message from the President

Today, America and other nations dedicated to decent civilization are facing the gravest threats to peace, security, freedom, human rights, and prosperity since the end of the Cold War. Addressing these threats requires extraordinary leadership that is knowledgeable about international realities and skilled in navigating a dangerous global strategic environment.

The Institute of World Politics (IWP), an independent graduate school, is dedicated to educating and developing such leaders, with a special emphasis on the study of statecraft, national security, and international affairs. It is an education that no other school offers and that few people in government or the private sector acquire except by on-the-job experience over the course of an entire career.

The Institute has a four-part mission:

1) **To promote realism about the world.** Many people in the field of foreign affairs harbor idealistic notions about the nature of man, regimes, the international system, and the possibilities of foreign policy – notions that too frequently cross into utopianism and wishful thinking. Such attitudes often result in excessive reliance on treaties, international organizations, or appeasement of adversaries to achieve peace. They can also produce the belief that foreign cultures can quickly and easily be shaped into Western-style democracies. In light of these tendencies, IWP prepares its students to deal with the world as it really is rather than the way they wish it to be.

2) **To develop skill in dealing with the realities of the world.** This means skill in the conduct of the various arts of statecraft and their integration into national strategy. Statecraft is the use of the various instruments of power in service of national interests and purposes. These arts include:

   - traditional diplomacy (including peacemaking, conflict resolution, multilateral diplomacy, and adversarial diplomacy);
   - public diplomacy (including cultural diplomacy, exchanges, humanitarian and other forms of foreign assistance, moral suasion, information policy, strategic communications, and counter-propaganda);
   - intelligence and counterintelligence;
   - economic statecraft (including trade, development aid, finance, technology security, energy policy, sanctions, etc.);
   - corporate statecraft (including the use of public-private partnerships);
   - cyber statecraft;
   - military strategy (including deterrence, military display, and various forms of warfare); and
• various forms of non-violent conflict (including political action, psychological strategy, and political or ideological warfare).

Each of these instruments of power is analogous to an instrument in an orchestra and must be played in harmony with the others. The good “music” of our overall foreign policy, then, is impossible without strategic integration. Hence, IWP emphasizes the capacity to think strategically so as to detect and understand threats and political-strategic opportunities; to prevent, manage, mitigate, resolve, and prevail in international conflicts; to match the ends and means of policy; and to do all this in ways that minimize the necessity of using force. When a nation resorts to force, it is often a sign of the failure to use the nonmilitary instruments of power.

3) **To inspire a proper understanding of why we conduct national security policy:** to protect our civilization of political and economic liberty, rule of law, self-government, inalienable rights, and our country’s vital national security interests. One cannot effectively represent or defend a country that one neither understands nor appreciates: indeed, informed and morally-ordered patriotism is the principal pillar of a nation’s defense posture. Hence, IWP teaches the founding principles of America’s political economy and Constitutional order and how they distinguish a free republic from various forms of tyranny.

4) **To develop the capacity for moral leadership.** This involves studying the foundations of Western moral philosophy and applied ethics so as to cultivate those personal and civic virtues that make possible the ethical and prudent use of the instruments of power. It also involves instilling a spirit of service to a cause higher than oneself. The ethos of IWP thus produces exactly the kind of leaders that any organization seeks: those who are dedicated not to careerism but to accomplishing the mission of the organization for which they work.

With this combination of purposes, IWP has succeeded in educating and then placing its students in positions of significant responsibility both in government, the private sector, and relevant non-governmental organizations.

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 – enables the Institute to maintain an extensive network of current and former senior government officials, and corporate and NGO executives, who serve on our faculty, as guest lecturers, and employers of our graduates.
Meeting the contemporary challenges of achieving peace and security depends on leaders who are properly educated to the task. The Institute of World Politics plays a unique role in supplying large parts of this necessary education for a new generation of leadership for the nation and the world.

John Lenczowski, Ph.D.
Founder and President
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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). 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 (Yellow Ribbon).

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), Association of the U.S. Army (AUSA), National Military Intelligence Association (NMIA), Association for Intelligence Officers (AFIO), Armed Forces Communications and Electronics Association International (AFCEA International), Chesapeake and Potomac Association of Collegiate Registrars and Admissions Officers (CAPACRAO), Intelligence and National Security Alliance (INSA), Middle States Association of Collegiate Registrars and Admissions Officers (MSACRAO), and the National Association of Student Financial Aid Administrators (NASFAA).
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 dimensions of power and politics, such as: intelligence and counterintelligence; information, ideas, and belief systems; various forms of foreign public engagement, including maintaining human relationships and respecting the dignity of foreign peoples; keeping faith with allied peoples and countries; 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. Knowledge and mastery of these dimensions enable leaders at various levels to prevent war successfully and secure vital national interests while minimizing the need to use force.

Certain specific instruments of statecraft have particularly suffered from 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 recent 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, certain forms of foreign assistance, and 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 as much on public diplomacy as 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 and disinformation, 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 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.

The related problem of defending against strategic deception and overt and covert political influence operations. Two thousand five hundred years ago, Sun Tzu counseled that an effective way to defeat a foreign enemy is to place lies on the desk of the enemy king. If the king can be persuaded by them, he will act against his own kingdom’s interests. This is a dimension of counterintelligence which has long been neglected by the national security community.

• 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 conduct certain information operations, military information support operations (formerly called psychological operations), and “hearts and minds” operations in 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 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 this practice 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 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. Insofar as it is increasingly studied – particularly in the area of cyber security and the protection of national security secrets and intellectual property – it rarely incorporates a meaningful counterintelligence dimension, which is especially needed in the cyber realm.

• While lip-service is given to solving foreign policy problems with a “whole of government” approach that uses “all the instruments of national power,” in fact, this approach is scarcely used in practice and few people in the field actually study how to develop and implement a genuinely integrated strategy. In teaching the instruments of statecraft, the Institute believes that it is essential 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’s curriculum discourages utopian views 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 teaches that there are two kinds of people: those who are dedicated to achieving the mission of their organization, and those who are careerist and concerned principally about self. Since any organization with a coherent purpose seeks personnel
whose priority is to serve that purpose, it will place priority on hiring and promoting those who place mission above selfish interests. Thus, IWP seeks to inspire its students 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, such as aggression, espionage, propaganda, deception, treaty violations, weapons proliferation, etc.), 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 quality of instruction at IWP is enhanced by the fact that almost all is faculty members are scholar-practitioners with both academic credentials and high-level experience in the subjects they teach. These include ambassadors, senior intelligence officials, military officers, presidential advisers, and senior congressional staff members. 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. IWP is the only academic institution outside the U.S. Army War College that has been authorized to teach strategy to the Army’s
corps of strategists. The U.S. Army has also qualified IWP as one of only a few 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.

The Institute offers more hours of contact between students and professors than most other schools in related fields. Its relatively small size enables professors and students to get to know each other better and to have more in-depth discussions, enhancing the learning experience and permitting students a greater opportunity to inspire their professors to give them more credible recommendations and enthusiastic efforts to help them find professional opportunities.

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 contemporary 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, 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 11:1. 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 and some administrative offices. The third floor houses most of the administration. The lower or basement level includes the student lounge, offices for student and alumni organizations, 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 study lounge on the basement level, two classrooms on the main, first floor and two classrooms on the second floor. The first floor also has offices for the library manager, Registrar, Director of Financial Aid, and student recruitment staff. The second floor has office space for the U.S. Army Senior Fellows.

**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 on-line bookstore. Reading lists for each class are posted two months prior to the start of the semester. Some classes also require textbooks that are on reserve in the Institute’s library, as well as course readers that may be downloaded from the IWP library webpage.
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Academic Programs

Master of Arts

The Institute offers five Master’s degrees – M.A. in Strategic Intelligence Studies; M.A. in Statecraft and National Security Affairs; M.A. in Statecraft and International Affairs; M.A. in Strategic and International Studies (Professional); and Executive M.A. in National Security 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.

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’s 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.

Foreign Language Option

Candidates for this degree are not required to pass a language proficiency examination. However, foreign language training is still encouraged. The Institute currently offers Arabic, Chinese, French, and Russian at the beginning, intermediate, and advanced levels. Students may contact the Office of Student Affairs for a list of foreign-language providers for other languages.

Course Requirements

Candidates for this degree are required to complete a minimum of 52 credit hours of coursework: 16 of Core Courses, 20 hours of courses in Intelligence and Statecraft, and 16 in the intelligence specializations. The Core Courses should be completed prior to other courses and may not be taken in the student’s last semester nor as directed studies.
Core Courses
- IWP 642 *Economics for Foreign Policy Makers*, (2 credits)
- IWP 634 *Geography and Strategy* (2 credits)
- IWP 608 *American Founding Principles and Foreign Policy*
- IWP 627 *International Relations, Statecraft and Integrated Strategy*
- IWP 615 *Western Moral Tradition and World Politics*

Courses in Intelligence and Statecraft
- IWP 605 *Intelligence and Policy*
- IWP 610 *Counterintelligence in a Democratic Society*
- IWP 656 *Intelligence Collection OR IWP 668 The Role and Importance of Human Intelligence OR IWP 632 U.S. Intelligence in the Cold War and Beyond*
- IWP 652 *Estimative Intelligence Analysis and Epistemology*
- IWP 631 *Foreign Propaganda, Perceptions and Policy*

Specializations

*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 676 *A Counterintelligence Challenge: The Enigmas and Benefits of Defectors*
- IWP 678 *Covert Action and National Security*
- IWP 640 *Cultural Intelligence for Strategy and Analysis*
- IWP 667 *Forecasting and Political Risk Analysis*
- IWP 664 *Foundations of Homeland Security*
- IWP 648 *Military Intelligence in Modern Warfare*
- IWP 662 *Surprise, Warning and Deception*
- IWP 655 *Technology, Intelligence, Security, and Statecraft*
- IWP 607 *U.S. Nonproliferation and Nuclear Policy*

Counterintelligence and Foreign Intelligence
- IWP 647 *Case Studies in Counterintelligence Operations*
- IWP 622 *Comparative Intelligence Systems: Foreign Intelligence and Security Cultures*
- IWP 669 *Counterterrorism and the Democracies*
- IWP 663 *Cyber Statecraft*
- IWP 659 *Enemy Threat Doctrine of Global Jihadism*
- IWP 664 *Foundations of Homeland Security*
- IWP 654 *History of FBI Counterintelligence*
- IWP 644 *Spies, Subversion, Terrorism, and Influence Operations*
• IWP 633 Terrorism

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 in Empower (IWP’s student information system) and they must be taken at least one month prior to the expected graduation date (specific dates are posted on-line). Students who wish to take the exams at a time other than during the testing period must receive permission from the Vice President of Student Affairs. The language proficiency exam must be taken by the same deadlines. Comprehensive exam information sessions are held periodically throughout the year. Preparatory materials are also available from the Office of Student Affairs.

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 in Empower);
2. Have fulfilled all credit and course requirements for the degree. This includes completing all outstanding Incomplete grades;
3. Maintain Satisfactory Academic Progress as outlined in this handbook (min. 3.00 GPA, etc.);
4. Pass the oral and written comprehensive examinations;
5. Pass a language proficiency exam (for the M.A. in Statecraft and International Affairs); and
6. Complete financial aid exit counseling.

Students who complete all the above requirements are invited to participate in the annual commencement ceremony provided they have no outstanding balances or fees. Additionally, students will not be provided with a diploma or a final transcript until all balances are paid in full. Students may be allowed to participate in the Commencement ceremony with an Incomplete grade, or if they will be completing their degree requirements in the summer. Participation in the Commencement ceremony does not imply graduation. Degrees are conferred three times per year: at the annual Commencement in May, August 1, and December 31.

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.
Foreign Language Option

Candidates for this degree are not required to pass a language proficiency examination. However, foreign language training is still encouraged. The Institute currently offers Arabic, Chinese, French, and Russian at the beginning, intermediate, and advanced levels. Students may contact the Office of Student Affairs for a list of foreign-language providers for other languages.

Course Requirements

Candidates for this degree are required to complete a minimum of 52 credit hours of coursework: 36 credit hours in the Core Curriculum and 16 credit hours in a specialization. The Core Courses should be completed prior to other courses and may not be taken in the student’s last semester nor as directed studies.

Core Courses

- IWP 642 *Economics for Foreign Policy Makers* (2 credits)
- IWP 634 *Geography and Strategy* (2 credits)
- IWP 627 *International Relations, Statecraft and Integrated Strategy*
- IWP 620 *Contemporary Politics and Diplomacy*
- IWP 615 *Western Moral Tradition and World Politics*

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 601 *National Security Policy Process* (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 635 *History of American Foreign Policy*
- IWP 605 *Intelligence and Policy*
- IWP 628 *Military Strategy: An Overview of the Theorists of Warfare*
- IWP 601 *National Security Policy Process*

Specializations

Students enrolled in the M.A. in Statecraft and National Security Affairs must choose from one of four specializations. Four courses are needed to complete each specialization, including at least two required courses. If a course is taken that is in both the Core Curriculum and the specialization (for example, IWP 605), the student must choose where to count the course (it cannot count in both locations). Double
specializations are allowed within each degree. However, no more than two courses may be double-counted in the second specialization.

Specialization in Homeland Security

Required Course
- IWP 664 Foundations of Homeland Security

Elective Courses (Choose three)
- IWP 612 American Intelligence and Protective Security: An Advanced Seminar
- IWP 610 Counterintelligence in a Democratic Society
- IWP 669 Counterterrorism and the Democracies
- IWP 663 Cyber Statecraft
- IWP 611 Immigration and National Security
- IWP 616 U.S. National Security Strategy and Emerging Threats

Specialization in Intelligence

Required Courses
- IWP 605 Intelligence and Policy
- IWP 610 Counterintelligence in a Democratic Society
- IWP 631 Foreign Propaganda, Perceptions and Policy

Elective Courses (Choose one)
- IWP 612 American Intelligence and Protective Security: An Advanced Seminar
- IWP 647 Case Studies in Counterintelligence Operations
- IWP 622 Comparative Intelligence Systems: Foreign Intelligence & Security Cultures
- IWP 676 A Counterintelligence Challenge: The Enigmas and Benefits of Defectors
- IWP 678 Covert Action and National Security
- IWP 640 Cultural Intelligence for Strategy and Analysis
- IWP 663 Cyber Statecraft
- IWP 659 Enemy Threat Doctrine of Global Jihadism
- IWP 652 Estimative Intelligence Analysis and Epistemology
- IWP 667 Forecasting and Political Risk Analysis
- 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 668 The Role and Importance of Human Intelligence
- IWP 644 Spies, Subversion, Terrorism, and Influence Operations
- IWP 662 Surprise, Warning, and Deception
- 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 679 Defense Strategy, Planning, and Budgeting
- IWP 616 U.S. National Security Strategy and Emerging Threats

Area Study Courses (Choose one)
- IWP 630 Chinese Grand Strategy: Foreign and Military Policy
- IWP 677 Chinese Military Thought and History
- 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 680 Modern China
- IWP 603 Russian Politics and Foreign Policy
- IWP 639 U.S.-African Relations
- IWP 671 The U.S.-China Strategic Relationship
- IWP 623 U.S.-Latin American Relations

Elective Courses (Choose one)
- IWP 669 Counterterrorism and the Democracies
- IWP 670 Counterterrorism through Cultural Engagement and Development
- IWP 678 Covert Action and National Security
- IWP 672 Crisis Management and Decisionmaking
- IWP 663 Cyber Statecraft
- IWP 609 Economic Statecraft and Conflict
- IWP 659 Enemy Threat Doctrine of Global Jihadism
- IWP 631 Foreign Propaganda, Perceptions, and Policy
- IWP 664 Foundations of Homeland Security
- 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 641 Political Warfare: Past, Present, and Future
- IWP 637 Public Diplomacy and Political Warfare
- IWP 633 Terrorism
- IWP 657 U.S. Approaches to Irregular Warfare
- IWP 607 U.S. Nonproliferation and Nuclear Policy

Specialization in Public Diplomacy and Political Warfare

Required Courses
- IWP 631 Foreign Propaganda, Perceptions and Policy
- IWP 637 Public Diplomacy and Political Warfare

Area Study Courses (Choose one)
- IWP 630 Chinese Grand Strategy: Foreign and Military Policy
- IWP 677 Chinese Military Thought and History
- 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 680 Modern China
• IWP 603 Russian Politics and Foreign Policy
• IWP 639 U.S.-African Relations
• IWP 671 The U.S.-China Strategic Relationship
• IWP 623 U.S.-Latin American Relations

Elective Courses (Choose one)
• IWP 670 Counterterrorism through Cultural Engagement and Development
• IWP 678 Covert Action and National Security
• IWP 640 Cultural Intelligence for Strategy and Analysis
• IWP 673 Human Rights and Counter-Radicalization
• IWP 606 Ideas and Values in International Politics
• IWP 618 Information Operations and Information Warfare
• IWP 641 Political Warfare: Past, Present, and Future
• IWP 621 Stabilization and Nation Building: History and Policy
• IWP 901/902 Directed Study in Public Diplomacy or in Political Warfare

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 in Empower (IWP’s student information system) and they must be taken at least one month prior to the expected graduation date (specific dates are posted on-line). Students who wish to take the exams at a time other than during the testing period must receive permission from the Vice President of Student Affairs. The language proficiency exam must be taken by the same deadlines. Comprehensive exam information sessions are held periodically throughout the year. Preparatory materials are also available from the Office of Student Affairs.

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 in Empower);
2. Have fulfilled all credit and course requirements for the degree. This includes completing all outstanding Incomplete grades;
3. Maintain Satisfactory Academic Progress as outlined in this handbook (min. 3.00 GPA, etc.);
4. Pass the oral and written comprehensive examinations;
5. Pass a language proficiency exam (for the M.A. in Statecraft and International Affairs); and
6. Complete financial aid exit counseling.

Students who complete all the above requirements are invited to participate in the annual commencement ceremony provided they have no outstanding balances or fees. Additionally, students will not be provided with a diploma or a final transcript until all balances are paid in full. Students may be allowed to participate in the Commencement ceremony with an Incomplete grade, or if they will be completing their degree requirements in the summer. Participation in the Commencement ceremony does not imply graduation. Degrees are conferred three times per year: at the annual Commencement in May, August 1, and December 31.

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.

Foreign Language Requirement

Candidates for this degree must demonstrate a proficiency in a strategically-important foreign language. These languages may include Arabic, Chinese, Farsi, French, German, Italian, Japanese, Portuguese, Russian, Spanish, and Turkish. The Institute currently offers language instruction in Arabic, Chinese, French, and Russian at the beginning, intermediate, and advanced levels. Students may contact the Office of Student Affairs for a list of foreign-language providers for other languages. An M.A. in Statecraft and International Affairs will not be awarded until the candidate passes a language proficiency exam at the intermediate level. Students are graded on speaking, reading comprehension and translation and take the exams at IWP. Please contact the Vice President of Student Affairs for more information about the language requirement.

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.

Course Requirements

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. The Core Courses should be completed prior to other courses and may not be taken in the student’s last semester nor as directed studies.

Core Courses
- IWP 642 **Economics for Foreign Policy Makers** (2 credits)
- IWP 634 **Geography and Strategy** (2 credits)
- IWP 627 **International Relations, Statecraft and Integrated Strategy**
- IWP 620 **Contemporary Politics and Diplomacy**
- IWP 615 **Western Moral Tradition and World Politics**

**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 648 **Military Strategy: An Overview of the Theorists of Warfare**
- IWP 601 **National Security Policy Process**
- IWP 625 **Peace, Strategy and Conflict Resolution**

**Specializations**

Students enrolled in the M.A. in Statecraft and International Affairs must choose from one of five specializations. Four courses are needed to complete each specialization, including at least two required courses. If a course is taken that is in both the Core Curriculum and the specialization (for example, IWP 625), the student must choose where to count the course (it cannot count in both locations). Double specializations are allowed within each degree. However, no more than two courses may be double-counted in the second specialization.

**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 630 **Chinese Grand Strategy: Foreign and Military Policy**
- IWP 677 **Chinese Military Thought and History**
- IWP 653 **The Contemporary Balkans**
- IWP 670 **Counterterrorism through Cultural Engagement and Development**
- IWP 672 **Crisis Management and Decisionmaking**
- IWP 609 **Economic Statecraft and Conflict**
- IWP 658 **The Geopolitics of the Iranian Plateau and South Asia**
- IWP 673 **Human Rights and Counter-Radicalization**
- IWP 611 **Immigration and National Security**
• IWP 604 Islam and Geopolitics in Eurasia
• IWP 645 Islam in Contemporary Global Politics
• IWP 649 Mass Murder Prevention in Failed and Failing States
• IWP 680 Modern China
• IWP 637 Public Diplomacy and Political Warfare
• IWP 603 Russian Politics and Foreign Policy
• IWP 639 U.S.-African Relations
• IWP 671 The U.S.-China Strategic Relationship
• IWP 632 U.S. Intelligence in the Cold War and Beyond
• IWP 623 U.S.-Latin American Relations: Threats and Opportunities

Specialization in Comparative Political Culture

Required Courses
• IWP 640 Cultural Intelligence for Strategy and Analysis OR IWP 614 Diplomacy Toward Comparative Regimes
• IWP 606 Ideas and Values in International Politics

Area Study Courses (Choose one or two)
• IWP 630 Chinese Grand Strategy: Foreign and Military Policy
• IWP 677 Chinese Military Thought and History
• 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 680 Modern China
• IWP 603 Russian Politics and Foreign Policy
• IWP 639 U.S.-African Relations
• IWP 671 The U.S.-China Strategic Relationship
• IWP 623 U.S.-Latin American Relations: Threat and Opportunities

Elective Courses (Choose one unless you have chosen two area study courses)
• IWP 626 Foundations of Political and Economic Freedom OR IWP 608 American Founding Principles and Foreign Policy
• IWP 613 History of International Relations
• IWP 673 Human Rights and Counter-Radicalization
• IWP 649 Mass Murder Prevention in Failed and Failing States
• IWP 621 Stabilization and Nation Building: History and Policy

Specialization in Conflict Prevention

Required Courses
• IWP 649 Mass Murder Prevention in Failed and Failing States
• IWP 625 Peace, Strategy, and Conflict Resolution

Elective Courses (Choose two)
• IWP 669 Counterterrorism and the Democracies
• IWP 670 Counterterrorism through Cultural Engagement and Development
• IWP 678 Covert Action and National Security
• IWP 673 Human Rights and Counter-Radicalization
- IWP 637 **Public Diplomacy and Political Warfare**
- IWP 621 **Stabilization and Nation Building: History and Policy**
- IWP 607 **U.S. Nonproliferation and Nuclear Policy**

**Specialization in International Politics**

*Required Course*
- IWP 613 **History of International Relations**

*Area Study Courses (Choose one)*
- IWP 630 **Chinese Grand Strategy: Foreign and Military Policy**
- IWP 677 **Chinese Military Thought and History**
- 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 680 **Modern China**
- IWP 603 **Russian Politics and Foreign Policy**
- IWP 639 **U.S.-African Relations**
- IWP 671 **The U.S.-China Strategic Relationship**
- IWP 623 **U.S.-Latin American Relations: Threats and Opportunities**

*Elective Courses (Choose two)*
- IWP 639 **The Art of Diplomacy**
- IWP 606 **Ideas and Values in International Politics**
- IWP 649 **Mass Murder Prevention in Failed and Failing States**
- IWP 625 **Peace, Strategy and Conflict Resolution**

**Specialization in Peace Building, Stabilization and Humanitarian Affairs**

*Required Courses*
- IWP 670 **Counterterrorism through Cultural Engagement and Development**
- IWP 621 **Stabilization and Nation Building: History and Policy**

*Elective Courses (Choose two)*
- IWP 608 **American Founding Principles and Foreign Policy**
- IWP 630 **Chinese Grand Strategy: Foreign and Military Policy**
- IWP 677 **Chinese Military Thought and History**
- IWP 653 **The Contemporary Balkans**
- IWP 626 **Foundations of Political and Economic Freedom**
- 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 649 **Mass Murder Prevention in Failed and Failing States**
- IWP 680 **Modern China**
- IWP 603 **Russian Politics and Foreign Policy**
- IWP 639 **U.S.-African Relations**
- IWP 671 **The U.S.-China Strategic Relationship**
- IWP 623 **U.S.-Latin American Relations: Threats and Opportunities**
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 in Empower (IWP’s student information system) and they must be taken at least one month prior to the expected graduation date (specific dates are posted on-line). Students who wish to take the exams at a time other than during the testing period must receive permission from the Vice President of Student Affairs. The language proficiency exam must be taken by the same deadlines. Comprehensive exam information sessions are held periodically throughout the year. Preparatory materials are also available from the Office of Student Affairs.

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 in Empower);
2. Have fulfilled all credit and course requirements for the degree. This includes completing all outstanding Incomplete grades;
3. Maintain Satisfactory Academic Progress as outlined in this handbook (min. 3.00 GPA, etc.);
4. Pass the oral and written comprehensive examinations;
5. Pass a language proficiency exam (for the M.A. in Statecraft and International Affairs); and
6. Complete financial aid exit counseling.

Students who complete all the above requirements are invited to participate in the annual commencement ceremony provided they have no outstanding balances or fees. Additionally, students will not be provided with a diploma or a final transcript until all balances are paid in full. Students may be allowed to participate in the Commencement ceremony with an Incomplete grade, or if they will be completing their degree requirements in the summer. Participation in the Commencement ceremony does not imply graduation. Degrees are conferred three times per year: at the annual Commencement in May, August 1, and December 31.

Executive Master of Arts in National Security Affairs

The Executive Master of Arts in National Security Affairs is designed for professionals with seven to ten years of relevant work experience. The curriculum provides a comprehensive study of the development and implementation of national security policy, to include its intellectual and ideological dimensions, e.g., the battle of ideas. This program also equips the student with powerful tools and knowledge to advance their careers and enhance the formulation of American national security policy.
Course Requirements

Candidates for this degree are required to complete a minimum of 28 credit hours of coursework.

- IWP 627 International Relations, Statecraft, and Integrated Strategy
- IWP 642 Economics for Foreign Policy Makers (2 credits)
- IWP 634 Geography and Strategy (2 credits)
- IWP 674 National Security Policy Directed Study (2 credits)
- IWP 675 Political and Moral Philosophy (2 credits)
- IWP 659 Enemy Threat Doctrine of Global Jihadism OR IWP 630 Chinese Grand Strategy OR IWP 603 Russian Politics and Foreign Policy
- IWP 679 Defense Planning, Strategy, and Budgeting
- IWP 637 Public Diplomacy & Political Warfare OR IWP 641 Political Warfare: Past, Present and Future
- IWP 616 U.S. National Security Strategy & Emerging Threats

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 in Empower (IWP’s student information system) and they must be taken at least one month prior to the expected graduation date (specific dates are posted on-line). Students who wish to take the exams at a time other than during the testing period must receive permission from the Vice President of Student Affairs. The language proficiency exam must be taken by the same deadlines. Comprehensive exam information sessions are held periodically throughout the year. Preparatory materials are also available from the Office of Student Affairs.

Requirements for Graduation

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

1. Complete the Application for Graduation (available on-line in Empower);
2. Have fulfilled all credit and course requirements for the degree. This includes completing all outstanding Incomplete grades;
3. Maintain Satisfactory Academic Progress as outlined in this handbook (min. 3.00 GPA, etc.);
4. Pass the oral and written comprehensive examinations;
5. Pass a language proficiency exam (for the M.A. in Statecraft and International Affairs); and
6. Complete financial aid exit counseling.
Students who complete all the above requirements are invited to participate in the annual commencement ceremony provided they have no outstanding balances or fees. Additionally, students will not be provided with a diploma or a final transcript until all balances are paid in full. Students may be allowed to participate in the Commencement ceremony with an Incomplete grade, or if they will be completing their degree requirements in the summer. Participation in the Commencement ceremony does not imply graduation. Degrees are conferred three times per year: at the annual Commencement in May, August 1, and December 31.

Master of Arts in Strategic and International Studies (Professional)

The Master of Arts in Strategic and International Studies (Professional) is designed for professionals with five to seven years of relevant work experience. The curriculum provides a comprehensive study of the theory and practice of international relations, including both historical and contemporary perspectives. Students enrolled in this program will study all of the elements of statecraft with the objective of integrating these into an overall national strategy.

Course Requirements

Candidates for this degree are required to complete a minimum of 36 credit hours of coursework.

Core Courses
- IWP 627 International Relations, Statecraft, and Integrated Strategy
- IWP 642 Economics for Foreign Policy Makers (2 credits)
- IWP 634 Geography and Strategy (2 credits)
- IWP 615 Western Moral Tradition and World Politics OR IWP 608 American Founding Principles and Foreign Policy OR IWP 606 Ideas and Values in International Politics
- IWP 620 Contemporary Politics and Diplomacy
- IWP 659 Enemy Threat Doctrine of Global Jihadism

Courses in Statecraft (Select two)
- 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
- IWP 601 National Security Policy Process
- IWP 625 Peace, Strategy, and Conflict Resolution

Courses in Choice of Specialization (Select two)
- American Foreign Policy
- Comparative Political Culture
- Homeland Security
- Intelligence
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 in Empower (IWP’s student information system) and they must be taken at least one month prior to the expected graduation date (specific dates are posted on-line). Students who wish to take the exams at a time other than during the testing period must receive permission from the Vice President of Student Affairs. The language proficiency exam must be taken by the same deadlines. Comprehensive exam information sessions are held periodically throughout the year. Preparatory materials are also available from the Office of Student Affairs.

Requirements for Graduation

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

1. Complete the Application for Graduation (available on-line in Empower);
2. Have fulfilled all credit and course requirements for the degree. This includes completing all outstanding Incomplete grades;
3. Maintain Satisfactory Academic Progress as outlined in this handbook (min. 3.00 GPA, etc.);
4. Pass the oral and written comprehensive examinations;
5. Pass a language proficiency exam (for the M.A. in Statecraft and International Affairs); and
6. Complete financial aid exit counseling.

Students who complete all the above requirements are invited to participate in the annual commencement ceremony provided they have no outstanding balances or fees. Additionally, students will not be provided with a diploma or a final transcript until all balances are paid in full. Students may be allowed to participate in the Commencement ceremony with an Incomplete grade, or if they will be completing their degree requirements in the summer. Participation in the Commencement ceremony does not imply graduation. Degrees are conferred three times per year: at the annual Commencement in May, August 1, and December 31.

Second M.A. Degree

Students who graduate with an M.A. degree from IWP and wish to pursue a second M.A. degree must complete the Application for a Second M.A. Degree form, along with a cover letter detailing their objectives for pursuing a second degree, and
submit both to the Admissions Coordinator. Upon admission to the second degree, the candidate must complete at least 28 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 Vice President of Student Affairs.

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 (20 credit hours) in one of the following seventeen areas: American Foreign Policy; Comparative Political Culture; Conflict Prevention; Corporate Statecraft; Counterintelligence; Counterterrorism; Cyber Statecraft; Economic Statecraft; Homeland Security; Intelligence; International Politics; National Security Affairs; Nonviolent Conflict; Peace Building, Stabilization, and Humanitarian Affairs; Public Diplomacy and Political Warfare; Strategic Communication; and Strategic Soft Power. 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 (see section on Academic Probation and Failure to Maintain Satisfactory Academic Progress). Please note that students receiving student loans will enter repayment during this three-year period (see section on Financial Aid). 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 Vice President 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 in Empower);
2. Have fulfilled all credit and course requirements for the certificate. This includes completing all outstanding Incomplete grades;
3. Maintain Satisfactory Academic Progress as outlined in this handbook (min. 3.00 GPA, etc.); and
4. Complete financial aid exit counseling.

Students who complete all the above requirements are invited to participate in the annual commencement ceremony provided they have no outstanding balances or fees. Additionally, students will not be provided with a certificate or a final transcript until all balances are paid in full. Students may be allowed to participate in the Commencement ceremony with an Incomplete grade, or if their certificate requirements will be completed in the summer. Participation in the Commencement ceremony does not imply graduation. Certificates are conferred three times per year: at the annual Commencement in May, August 1, and December 31.

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 US Foreign Policy: Current and Future Challenges

Area Study Courses (Choose one)

- IWP 630 Chinese Grand Strategy
- IWP 677 Chinese Military Thought and History
- 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 680 Modern China
- IWP 603 Russian Politics and Foreign Policy
- IWP 639 U.S.-African Relations
- IWP 671 The U.S.-China Strategic Relationship
- IWP 623 U.S.-Latin American Relations

Elective Courses (Choose one)

- IWP 672 Crisis Management and Decisionmaking
- IWP 679 Defense Strategy, Planning and Budgeting
- IWP 609 Economic Statecraft and Conflict
- IWP 673 Human Rights and Counter-Radicalization
- IWP 611 Immigration and National Security
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 Intelligence for Strategy and Analysis
- IWP 606 Ideas and Values in International Politics

Area Study Courses (Choose two)

- IWP 630 Chinese Grand Strategy
- IWP 677 Chinese Military Thought and History
- 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 680 Modern China
- IWP 603 Russian Politics and Foreign Policy
- IWP 639 U.S.-African Relations
- IWP 671 The U.S.-China Strategic Relationship
- IWP 623 U.S.-Latin American Relations

Elective Courses (Choose one)

- IWP 614 Diplomacy Toward Comparative Regimes
- IWP 613 History of International Relations
- IWP 649 Mass Murder Prevention in Failed and Failing States
- IWP 621 Stabilization and Nation Building: History and Policy
- IWP 615 Western Moral Tradition and World Politics

Certificate in Conflict Prevention

This program examines various methods of detecting, preventing, and mitigating various types of international, inter-tribal, and other civil conflicts which may have international sources and implications. Its curriculum explores both theory and practice: the most useful and effective understandings of the nature of peace, and how it is based on proper concepts of building human community and political order; how to handle the strategic environment in failed and failing states as well as those with regions torn by
civil conflict; how to conduct various forms of strategic engagement through public diplomacy, foreign assistance, the development of relationships of trust; how to navigate the ideological and religious terrain in ways that can prevent or mitigate radicalization; and the role and record of exporting democratic ideas and institutions to prevent and mitigate conflict.

**Required Courses**
- IWP 649 Mass Murder Prevention in Failed and Failing States
- IWP 625 Peace, Strategy and Conflict Resolution

**Elective Courses (Choose three)**
- IWP 669 Counterterrorism and the Democracies
- IWP 670 Counterterrorism through Cultural Engagement and Development
- IWP 679 Covert Action and National Security
- IWP 673 Human Rights and Counter-Radicalization
- IWP 637 Public Diplomacy and Political Warfare
- IWP 621 Stabilization and Nation Building: History and Policy
- IWP 607 U.S. Nonproliferation and Nuclear Policy

**Certificate in Corporate Statecraft**

The Corporate Statecraft certificate provides an introduction to the political challenges corporations face abroad: the problems of dealing with and influencing different types of regimes; forecasting and coping with political instability; calculating political risks; protecting intellectual property and national security secrets from foreign intelligence threats; and how U.S. government agencies address foreign commercial issues in the context of their larger diplomatic, intelligence, and military missions. It also explains the national security and foreign policy processes in the Executive Branch, the role of Congress, and the roles of government agencies involved in the financial and regulatory realms; and how to optimize public-private partnerships in ways that maximize both vital national interests and corporate interests.

**Required Courses**
- IWP 665 Statecraft, National Security, and the Corporate Sector

**Elective Courses (Choose four)**
- IWP 608 American Founding Principles and Foreign Policy
- IWP 610 Counterintelligence in a Democratic Society
- IWP 672 Crisis Management and Decisionmaking
- IWP 663 Cyber Statecraft
- IWP 614 Diplomacy Toward Comparative Regimes
- IWP 609 Economic Statecraft and Conflict
- IWP 667 Forecasting and Political Risk Analysis
- IWP 601 National Security Policy Process
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 610 Counterintelligence in a Democratic Society
- IWP 605 Intelligence and Policy

Elective Courses (Choose three)

- IWP 647 Case Studies in Counterintelligence Operations
- IWP 622 Comparative Intelligence Systems
- IWP 676 A Counterintelligence Challenge: The Enigmas and Benefits of Defectors
- IWP 669 Counterterrorism and the Democracies
- IWP 659 Enemy Threat Doctrine of Global Jihadism
- IWP 631 Foreign Propaganda, Perceptions, and Policy
- IWP 654 History of FBI Counterintelligence
- IWP 644 Spies, Subversion, Terrorism, and Influence Operations
- IWP 662 Surprise, Warning, and Deception
- IWP 633 Terrorism

Certificate in Counterterrorism

The Counterterrorism Certificate examines American counterterrorism policy at home and abroad, including intelligence policy, enemy threat doctrine, and national security strategy in a historical and cultural context. Students who complete it are prepared for careers in intelligence, homeland security, law enforcement, and the military.

Required Courses

- IWP 610 Counterintelligence in a Democratic Society
- IWP 669 Counterterrorism and the Democracies
- IWP 659 Enemy Threat Doctrine of Global Jihadism
- IWP 633 Terrorism

Elective Courses (Choose one)

- IWP 670 Counterterrorism through Cultural Engagement and Development
- IWP 679 Covert Action and National Security
- IWP 640 Cultural Intelligence for Strategy and Analysis
- IWP 664 Foundations of Homeland Security
- IWP 673 Human Rights and Counter-Radicalization
- IWP 641 Political Warfare: Past, Present, and Future
- IWP 637 Public Diplomacy and Political Warfare
- IWP 644 Spies, Subversion, Terrorism and Influence Operations
• IWP 632 U.S. Intelligence in the Cold War and Beyond
• IWP 616 U.S. National Security Strategy and Emerging Threats

Certificate in Cyber Statecraft

The Cyber Statecraft Certificate reflects the increasing importance of the cyber domain to U.S. national security strategy. Case studies of cyber operations are presented in the overall national strategic context so that students can appreciate the challenges of bringing theories into practice. Students will be prepared for careers in intelligence, counterintelligence, homeland security, and policymaking.

Required Courses

• IWP 610 Counterintelligence in a Democratic Society
• IWP 663 Cyber Statecraft
• IWP 628 Military Strategy: An Overview of the Theorists of Warfare OR IWP 618 Information Operations and Information Warfare
• IWP 601 National Security Policy Process OR IWP 605 Intelligence and Policy
• One elective

Certificate in Economic Statecraft

The Economic Statecraft Certificate provides a strong foundation in the relationship between political and economic freedom, traditional international economic subjects such as trade and development aid, as well as less studied fields such as technology security, financial security, sanctions, and other elements of economic warfare. These elements of economic power are presented in a strategic context. This program equips students for careers in economic policymaking, diplomacy, and non-governmental organizations providing humanitarian assistance.

Required Courses

• IWP 642 Economics for Foreign Policy Makers, (2 credits)
• IWP 634 Geography and Strategy (2 credits)
• IWP 670 Counterterrorism through Cultural Engagement and Development
• IWP 609 Economic Statecraft and Conflict
• IWP 601 National Security Policy Process
• IWP 627 International Relations, Statecraft and Integrated Strategy OR IWP 626 Foundations of Political and Economic Freedom OR IWP 665 Statecraft, National Security, and the Corporate Sector OR IWP 615 Western Moral Tradition and World Politics

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Certificate in Homeland Security

The Certificate in Homeland Security provides both the theoretical context for homeland security and its institutional framework, including current laws and legislative history, organization, definitions, historical background, bureaucracy, role of private sector, and domestic intelligence. An introduction to Homeland Defense will be provided, along with an overview of specific threats, notably human trafficking, narcotics, gangs, and other illicit activities.

Required Courses

- IWP 664 Foundations of Homeland Security

Elective Courses (Choose four)

- IWP 612 American Intelligence and Protective Security: An Advanced Seminar
- IWP 669 Counterterrorism and the Democracies
- IWP 610 Counterintelligence in a Democratic Society
- IWP 663 Cyber Statecraft
- IWP 611 Immigration and National Security

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 610 Counterintelligence in a Democratic Society
- IWP 631 Foreign Propaganda, Perceptions and Policy
- IWP 605 Intelligence and Policy

Elective Courses (Choose two)

- 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 676 A Counterintelligence Challenge: The Enigmas and Benefits of Defectors
- IWP 679 Covert Action and National Security
- IWP 640 Cultural Intelligence for Strategy and Analysis
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

**Area Study Courses** (Choose one)
- IWP 630 Chinese Grand Strategy: Foreign and Military Policy
- IWP 677 Chinese Military Thought and History
- 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 680 Modern China
- IWP 603 Russian Politics and Foreign Policy
- IWP 639 U.S.-African Relations
- IWP 623 U.S.-Latin American Relations: Threats and Opportunities
- IWP 671 The U.S.-China Strategic Relationship

**Elective Courses** (Choose two)
- IWP 620 Contemporary Politics and Diplomacy
- IWP 614 Diplomacy Toward Comparative Regimes
- IWP 673 Human Rights and Counter-Radicalization
- IWP 606 Ideas and Values in International Politics
- IWP 649 Mass Murder Prevention in Failed and Failing States
- IWP 625 Peace, Strategy and Conflict Resolution
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

Area Study Courses (Choose one)

- IWP 630 Chinese Grand Strategy: Foreign and Military Policy
- IWP 677 Chinese Military Thought and History
- 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 680 Modern China
- IWP 603 Russian Politics and Foreign Policy
- IWP 639 U.S.-African Relations
- IWP 671 The U.S.-China Strategic Relationship
- IWP 623 U.S.-Latin American Relations: Threats and Opportunities

Elective Courses (Choose two)

- IWP 669 Counterterrorism and the Democracies
- IWP 670 Counterterrorism through Cultural Engagement and Development
- IWP 678 Covert Action and National Security
- IWP 672 Crisis Management and Decisionmaking
- IWP 663 Cyber Statecraft
- IWP 679 Defense Strategy, Planning, and Budgeting
- IWP 659 Enemy Threat Doctrine of Global Jihadism
- IWP 609 Economic Statecraft and Conflict
- IWP 667 Forecasting and Political Risk Analysis
- IWP 631 Foreign Propaganda, Perceptions and Policy
- IWP 673 Human Rights and Counter-Radicalization
- 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 Warfare
- IWP 641 Political Warfare: Past, Present, and Future OR IWP 637 Public Diplomacy and Political Warfare
- IWP 633 Terrorism
- IWP 657 U.S. Approaches to Irregular Warfare
- IWP 607 U.S. Nonproliferation and Nuclear Policy
Certificate in Nonviolent Conflict

The Certificate in Nonviolent Conflict teaches the use of non-violent tools of statecraft in conflicts, based on an appreciation of how to manage diverse and often conflicting interests within and among nations. It is specifically designed to maximize the non-military instruments of power so as to minimize the necessity of using force. Graduates of this program are prepared for careers in diplomacy, conflict resolution, public diplomacy, and work with non-governmental organizations.

Required Courses

- IWP 670 Counterterrorism through Cultural Engagement and Development
- IWP 609 Economic Statecraft and Conflict
- IWP 631 Foreign Propaganda, Perceptions and Policy OR IWP 637 Public Diplomacy and Political Warfare

Elective Courses (Choose two)

- IWP 678 Covert Action and National Security
- IWP 640 Cultural Intelligence for Strategy and Analysis
- IWP 673 Human Rights and Counter-Radicalization
- IWP 618 Information Operations and Information Warfare
- IWP 625 Peace, Strategy and Conflict Resolution
- IWP 621 Stabilization and Nation Building: History and Policy
- IWP 657 U.S. Approaches to Irregular Warfare
- IWP 616 U.S. National Security Strategy and Emerging Threats OR IWP 659 Enemy Threat Doctrine of Global Jihadism

Certificate in Peace Building, Stabilization and Humanitarian Affairs

The Certificate in Peace Building, Stabilization, and Humanitarian Affairs is designed to provide an understanding of the principles required for establishing stable and effective states, whose institutions seek to promote freedom, human rights, justice, the rule of law, and economic growth in the context of American foreign policy and ongoing global challenges.

This certificate requires a total of 22 credits, as detailed below:

- IWP 642 Economics for Foreign Policy Makers (2 credits)
- IWP 608 American Founding Principles and Foreign Policy OR IWP 626 Foundations of Political and Economic Freedom OR IWP 615 Western Moral Tradition and World Politics
- IWP 670 Counterterrorism through Cultural Engagement and Development
- IWP 640 Cultural Intelligence for Strategy and Analysis OR IWP 621 Stabilization and Nation Building: History and Policy
- IWP 649 Mass Murder Prevention in Failed and Failing States
- IWP 625 Peace, Strategy and Conflict Resolution
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 670 Counterterrorism through Cultural Engagement and Development
- IWP 631 Foreign Propaganda, Perceptions and Policy
- IWP 637 Public Diplomacy and Political Warfare

**Elective Courses (Choose two)**
- IWP 678 Covert Action and National Security
- IWP 640 Cultural Intelligence for Strategy and Analysis
- IWP 673 Human Rights and Counter-Radicalization
- IWP 606 Ideas and Values in International Politics
- IWP 618 Information Operations and Information Warfare
- IWP 641 Political Warfare: Past, Present and Future
- IWP 901/902 Directed Study in Public Diplomacy or in Political Warfare

Certificate in Strategic Communication

The Certificate in Strategic Communication promotes an understanding of an often misunderstood and misnamed tool of statecraft, which is sometimes confused with public diplomacy or public affairs and which even is used as a euphemism for advertisement and propaganda. The coursework is designed to provide the practitioner with an appreciation for the need to integrate policy with all instruments of statecraft, while focusing on specific targets and effective messaging. Students are prepared for careers in public diplomacy, information support operations, strategic communications, and public affairs.

**Required Courses**
- IWP 640 Cultural Intelligence for Strategy and Analysis
- IWP 631 Foreign Propaganda, Perceptions and Policy
- IWP 641 Political Warfare: Past, Present and Future OR IWP 618 Information Operations and Information Warfare
- IWP 637 Public Diplomacy and Political Warfare
- IWP 616 U.S. National Security Strategy and Emerging Threats OR IWP 659 Enemy Threat Doctrine of Global Jihadism

Certificate in Strategic Soft Power

The Certificate in Strategic Soft Power promotes a strategic understanding of the non-coercive tools of foreign policy and national security, and how they are and should be integrated for effective strategy. They include public diplomacy,
counterpropaganda, counter-influence operations, humanitarian and economic assistance, political warfare, and the intelligence needed for such tools of statecraft. Graduates of this program are prepared for careers in diplomacy, foreign assistance, information support, intelligence, and counterintelligence.

**Required Courses**

- IWP 670 *Counterterrorism through Cultural Engagement and Development* OR IWP 678 *Covert Action and National Security*
- IWP 631 *Foreign Propaganda, Perceptions and Policy* OR IWP 640 *Cultural Intelligence for Strategy and Analysis*
- IWP 606 *Ideas and Values in International Politics* OR IWP 673 *Human Rights and Counter-Radicalization*
- IWP 637 *Public Diplomacy and Political Warfare*
- IWP 621 *Stabilization and Nation Building: History and Policy*

**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.

**Partnership Agreement with Georgetown ROTC**

The Institute of World Politics and the Georgetown University Army ROTC have 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.
Frontiers: Program in American Strategy and Statecraft

Frontiers is an intensive ten-week program in American strategy and statecraft that reflects the unique curriculum offered at The Institute of World Politics (IWP) based on statecraft, strategy, political philosophy, and applied ethics. The program emphasizes the concept of integrated strategy, which attempts to address foreign policy and national security challenges by applying and integrating different instruments of statecraft such as military, traditional and public diplomacy, strategic communications, intelligence, counter-intelligence, and economic strategy - within the rule of law. Anyone interested in learning more about strategy and its application to foreign policy and national security may apply for admission. Applicants must fill out a one-page application form at www.iwp.edu. There is no application fee. Participants enrolled in Frontiers are not considered enrolled in any other program and, if interested in other academic programs at IWP, they must fill out the relevant applications.

Frontiers is designed to follow a sequence of sessions whereby an element of statecraft that is particularly timely is followed by a case study session in which that instrument is illustrated. In this manner, a complete Frontiers program will highlight several elements of statecraft and demonstrate their applicability to contemporary strategic challenges. The program will conclude with capstone session on integrated strategy where the participants will consider the manner in which the various elements of statecraft need to be coordinated in order to achieve the desired impact.

The weekly luncheon meetings offer an opportunity for members of the United States Armed Forces; personnel from government agencies, non-governmental organizations, and allied governments; policy makers; and business leaders to learn how to think strategically and deal with key facets of the global strategic environment, including major threats to our national security. Each week members of IWP’s faculty and other leading experts will conduct lectures, panel discussions or debates on traditional security issues as well as current conflicts and potential threats. These sessions are off the record and aim to encourage candid discussions with Frontiers participants.

The program concludes with a capstone session, after which participants receive a Certificate of Completion. Participants in Frontiers do not receive grades or academic credit for the program, nor do the regular academic policies and procedures apply. For more information about the program, please contact Dr. Tania C. Mastrapa at tmastrapa@iwp.edu or 202-462-2101.

Tuition

The cost of Frontiers is $3,000. There are no additional student services or book fees. If you are paying for the Frontiers tuition with VA Benefits, please see below.

Payment

Once you have been accepted to the program, please mail your check to:
Refund Policy (for non-VA participants)

- If you cancel your participation one month before the start date of the program, you will receive a 100% tuition refund.
- If you cancel your participation two weeks before the start date of the program, you will receive a 50% tuition refund.

Please note that any cancellations must be in writing and directed to Dr. Tania C. Mastrapa at mastrapa@iwp.edu.

Refund Policy (for participants receiving VA benefits)

- Please click here to review the refund policy for non-accredited programs (CFR § 21.4255)
## Academic Calendar

### Fall 2015 Semester (August 31-December 11)
- **Start of classes:** August 31
- **Registration Add/Drop:** September 4
- **Labor Day holiday (IWP closed, no classes):** September 7
- **Last date to withdraw with "W" grade:** October 2
- **Columbus Day holiday (IWP closed, classes held):** October 12
- **Veterans Day (IWP closed, classes held):** November 11
- **Thanksgiving Day holiday (no classes):** November 26-27
- **Last week of classes:** Nov. 30 - Dec. 4
- **Final exams:** December 7-11
- **Grades available:** December 19

### Spring 2016 Semester (January 18-May 5)
- **Start of classes:** January 18-22
- **Registration Add/Drop deadline:** January 22
- **Martin Luther King, Jr. holiday (IWP closed, classes held):** January 18
- **Last date to withdraw with "W" grade:** February 13
- **Washington's Birthday holiday:** February 19
- **Spring Break:** March 21-25
- **Last week of classes:** April 25-29
- **Final exams:** May 2-6
- **Grades available:** May 13
- **Commencement:** May 21

### Summer 2016 Semester (June 6-July 26)
- **Start of classes:** June 6-7
- **Registration Add/Drop deadline:** June 8
- **Last date to withdraw with "W" grade:** June 17
- **Last classes:** July 20-21
- **Final exams:** July 25-26
- **Grades available:** Aug. 2

### Fall 2016 Semester (August 29-December 9)
- **Start of classes:** August 29
- **Registration Add/Drop:** September 2
- **Labor Day holiday (IWP closed, no classes):** September 5
- **Last date to withdraw with "W" grade:** September 30
- **Columbus Day holiday (IWP closed, classes held):** October 10
- **Veterans Day (IWP closed, classes held):** November 11
- **Thanksgiving Day holiday (no classes):** November 24-25
- **Last week of classes:** Dec. 7-11
- **Final exams:** December 5-9
- **Grades available:** December 17
Curriculum

IWP 501 • Lynde and Harry Bradley Seminar on Constitutional and Economic Principles

Four credits
Offered: Summer semesters
Principal Professor: Robert Bland

The Lynde and Harry Bradley Seminar on Economic and Constitutional Principles is offered to scholars of the Institute for Responsible Citizenship, an organization which offers an intensive two-summer experience for America's best and brightest African American male college students. Students accepted to IRC's Washington Program earn course credit through The Institute of World Politics, in addition to their participation in: high-level internships in their fields of interest; comprehensive leadership and professional development workshops; private briefings with some of the nation's most prominent public and private sector leaders; and service as teachers and mentors in the IRC Youth Scholar Academy.

IRC shares IWP's values and teaches about liberty and its broad application in American life as well as about sound economic principles.

IWP 601 • National Security Policy Process

Four credits
Offered: Fall and summer 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 603 • Russian Politics and Foreign Policy

Four credits
Offered: Spring semesters
Principal Professor: 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: David L. Thomas

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 • U.S. Nonproliferation and Nuclear Policy**

Four credits  
Offered: Fall 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: Joseph R. Wood
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: David Glancy

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: To be announced
Principal Professor: To be announced

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 • Diplomacy Toward Comparative Regimes

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 World Politics

Four credits
Offered: Fall and spring semesters
Principal Professors: Alberto M. Piedra/Joseph R. Wood

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 618 • Information Operations and Information Warfare**

Four credits  
Offered: To be announced  
Principal Professor: To be announced

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 620 • Contemporary Politics and Diplomacy**

Four credits  
Offered: Fall and spring semesters  
Principal Professor: Marek J. Chodakiewicz

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 • Stabilization and Nation Building: History and Policy**

Four credits  
Offered: To be announced
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: Spring semesters
Principal Professor: Robert W. Stephan (On Leave for 2015-2016)
Alternate Professor: David L. Thomas

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 under-standing 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 counter-
intelligence operates in authoritarian or totalitarian systems; (2) examine the oper-
tional 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: Fall semesters
Principal Professor: Roger Fontaine

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 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: Mackubin Owens

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 630 • Chinese Grand Strategy: Foreign and Military Policy

Four credits
Offered: To be announced
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: David Glancy
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**

Four credits  
Offered: Fall semesters  
Principal Professor: Aaron J. Danis

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: Spring semesters  
Principal Professor: S. John Tsagronis

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: G. Philip Hughes

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: David Glancy

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: Fall semesters
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: Spring semester
Principal Professor: Charles Snyder

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 Intelligence for Strategy and Analysis**

Four credits  
Offered: To be announced  
Principal Professor: To be announced

This course explores why and how culture matters in intelligence analysis and political decision making, 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: David Glancy

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: Fall and spring semesters  
Principal Professor: Anne Rathbone Bradley
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 (On Leave for 2015-2016)  
Alternate Professor: David Thomas

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 647 • Case Studies in Counterintelligence Operations**

Four credits  
Offered: Fall semesters  
Principal Professor: John Quattrocki

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: Summer 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 • Mass Murder Prevention in Failed and Failing States

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: Marek J. Chodakiewicz

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 and spring semesters
Principal Professor: H.A. Ford

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: To be announced

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: Fall 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: To be announced  
Principal Professor: To be announced

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: David L. Thomas and Gary Blankenship

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 • U.S. Approaches to Irregular Warfare

Four credits
Offered: Fall 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

This course covers the most critical and dynamic region in the contemporary world. It analyzes three states that pose major policy challenges for the United States: Iran, Afghanistan, and Pakistan, and one rising power that will have a central role in world affairs for the next century and beyond, India. The course will provide the historical, geographical, cultural, and economic background of current events and analyze policy options in that context.

IWP 659 • The Enemy Threat Doctrine of Global Jihadism

Four credits
Offered: Fall and spring semesters
Professor: Sebastian Gorka

This course will analyze in depth the context in which this politico-religious ideology was born, how it evolved and the core texts that inform today's enemies of the United States. Students will become familiar with the worldview of the Salafi Jihadists typified by Osama bin Laden and al Qaeda, understand their violent, non-violent and indirect strategies and allow them to formulate their version of the appropriate response to the current irregular threat environment. Students will also assess how well the U.S. Government understands this new foe and whether its response to date has been adequate.
IWP 660 • IWP-Oxford Study Abroad Program

Four credits
Offered: Summer semesters
Professor: S. John Tsagronis

Qualifying students have the opportunity to participate in an intensive, four-week program of tutorials at the University of Oxford in England, which is coordinated through the Washington International Studies Council (WISC). Successful completion of this program will count toward four-credits of IWP coursework as a general elective (Each tutorial session is equivalent to one credit since thirty hours of work are expected for each hour with an Oxford don).

IWP 662 • Surprise, Warning and Deception: An Introduction

Four credits
Offered: Spring semesters
Professor: David L. Thomas

This course examines the problems of surprise, warning, and deception in the modern world with exclusive reference to state actors. The course does not address the problems of surprise, warning, and deception as regards terrorist and cyber attacks. The course seeks to assess the problems of surprise, warning, and deception with respect to their potential and actual impact on US Intelligence and national security strategy and policy. The course will approach the interrelated issues of warning, surprise, and deception from the following perspectives: historical, operational, analytical, cognitive, and national-strategic.

IWP 663 • Cyber Statecraft

Four credits
Offered: Fall semesters
Professor: S. John Tsagronis

The course will examine the history and evolution of the technologies, laws, and policies that today shape the cyber environment, as well as the many threats - current and emerging - that affect the security of the United States. Cyber Statecraft examines five distinct "cyber domains" (military, intelligence, law enforcement, homeland security, and the commercial/private sector) and their competing interests as well as the strategic planning efforts undertaken to address them both separately and collectively. Case studies of cyber operations are presented so students can both appreciate the real-world challenges of bringing theories into practice and better understand what some are now calling the "cool war." The course is designed intentionally to showcase demonstrations and promote web-based learning - to take advantage of the benefits of the cyber domain. Finally, students will participate in a class-wide exercise to develop an
integrated, U.S. cyber security strategy. This exercise will test one's skills as a 21st century strategist who must manage crises when they emerge and shape them to one's advantage - the cornerstone of mastering statecraft.

IWP 664 • Foundations of Homeland Security

Four credits
Offered: Spring semesters
Professor: James J. Carafano

This course provides students with an intellectual foundation for understanding the concepts underpinning homeland security, as well as an overview of the U.S. national homeland security framework, including organization and policies. It examines the underlying intellectual constructs used to frame the comprehension of security issues and to develop the policies and strategies that lead to implementing programs that keep a society safe, free, and prosperous. The issues addressed include: Threat, Threat Definition and Assessment; Means and Methods for Securing the Homeland; Introduction to Organization and Coordination Issues; and Law, Legal Institutions, and Legal Constraints on Roles & Missions.

IWP 665 • Statecraft, National Security, and the Corporate Sector

Four credits
Offered: Spring semesters
Professor: S. John Tsagronis

This course introduces a ground-breaking field of study, one that examines the symbiotic relationship between the U.S. Government and Industry--The Public-Private Partnership--which has become the cornerstone of U.S. national security in the 21st Century. A robust private sector is a fundamental tenet of the American tradition and a critical component in the exercise of national power. This course will examine the indispensable role of the private sector (both profit and non-profit organizations) in support of U.S. national security, from the founding of our Republic through the present day. It will examine the contributions of the private sector in support of U.S. diplomacy, the intelligence community, national defense and of course our economy to provide a broader and deeper understanding of this partnership so tomorrow's leaders and strategic thinkers have the insights to operate more effectively.

IWP 667 • Forecasting and Political Risk Analysis

Four credits
Offered: Fall semesters
Professor: David Glancy
Political risk is any event that can directly or indirectly alter the value of an economic asset or significantly impact the security or economic wellbeing of a nation. The complexity of the international system as well as incomplete information about the intentions of the actors in the system are what make political risks difficult to analyze and forecast.

The foundation to good analysis of political risks is critical thinking and sound decision-making processes. As such, the course will begin with an examination of decision-making best practices and how analysts can effectively deal with uncertainty and complexity. The fundamentals of forecasting will also be addressed in the first part of the course. The course will then cover the various types of political risks and analytic methods for assessing these risks. Students will use the analytic methods covered in the course in their written assignments. Case studies will also be used during class sessions to test the analytic methods that are covered in the course.

**IWP 668 • The Role and Importance of Human Intelligence**

Four credits  
Offered: Fall semesters  
Professor: Luis Rueda

The course is an introduction to all aspects of Human Intelligence, from its basic operational tradecraft to its place in modern national security policy. The course will put HUMINT in its place among other intelligence disciplines and provide the student with a basic grounding in the principles of recruiting and handling human sources. The course will also look at the contemporary challenges to conducting human intelligence operations.

**IWP 669 • Counterterrorism and the Democracies**

Four credits  
Offered: Spring semesters  
Professor: Aaron J. Danis

One dimension of this course is the effort to learn from nearly half a century of experience in resisting international terrorism. During this second decade of an international contest with Al Qaeda, students of international politics and security are accountable for thinking through some of what the terrorists and their state enemies have been doing. More specifically, hard-pressed governments are incorporating lessons of the past, making new plans, and taking action. Many of them are attempting to shape a grand strategy—an approach that deploys multiple forms of national power in parallel directions so that the moral evil and other damage done by terrorism can be contained or defeated. These tools—whose enumeration and study provide the core of this course—include international law; diplomacy; public diplomacy and strategic communications; economics;
intelligence; law enforcement; unusual uses of military force; and perhaps other instruments of power. The course dwells on these means of fighting against terrorism, and assesses the performance to date of such countries as France, the U.K., Israel, and Peru. The U.S., and its national security documents, receive special attention in multiple seminars.

IWP 670 • Counterterrorism through Cultural Engagement and Development

Four credits
Offered: Spring semesters
Professor: Albert Santoli

The goal of this course is to demonstrate how history, culture, and the relationship among local families, clans, and tribes are essential components to developing proactive security solutions in today’s unpredictable world. This course introduces, compares, and contrasts different modes of building alliances necessary to negate the influence of increasingly diversified extremist groups through community-based and non-violent means. The course will introduce instruments of meaningful if non-traditional engagement that could be available to policy makers and withstand fluctuations in government policies.

IWP 671 • The U.S.-China Strategic Relationship

Four credits
Offered: Spring semesters
Professor: Joseph R. DeTrani

The course will review the period of the late Ming dynasty to the establishment of the People's Republic of China and how this period continues to influence China's interaction with the international community. The course will then study the period from China's entry into the Korean War up to the normalization of relations with the U.S. and those national security issues that either enhanced or challenged the U.S.-China bilateral relationship, and the central role of the Chinese Communist Party, the People's Liberation Army and the Ministry of State Security in the management of those issue. The course will end with a review and discussion of those current issues impacting the bilateral relationship.

IWP 672 • Crisis Management and Decisionmaking

Four credits
Offered: Spring semesters
Professor: David Glancy

This course is designed to acquaint students not only with the extensive literature relevant to the study of crises, but also with the extensive series of complex and
diverse crises (both historical and contemporary in nature) that have befuddled leaders. These include: the Japanese attack on Pearl Harbor; Russia's launch of Sputnik; the Cuban Missile Crisis; the Middle East Crises of 1967 and 1973; the Soviet invasion of Afghanistan; the Iranian Hostage Crisis; Iraq's invasion of Kuwait; 9/11; and, the ExxonMobil and BP oil spills—to name a few! The course is also designed to contribute to a better understanding of the methodological problems of studying crisis decision-making. It will test propositions drawn from the literature about decision-making, conflict, the role of intermediaries and third parties, internal bureaucratic struggles and international interaction, Congress, media coverage, perception management and public confidence.

IWP 673 • Human Rights and Counter-radicalization

Four credits
Offered: Fall semesters
Professor: Matthew Daniels

This course introduces the morally, legally and politically strategic terrain of human rights in the context of both international relations and national security.

The course addresses issues of both human rights theory and practice. It is designed to give students an understanding of those questions of theory that have a direct bearing on the ability of policy practitioners to accomplish their mission.

It will then examine how the evolution of the landscape of human rights in the Digital Age has tremendous significance for both international relations and national security. Special attention will be given to the rise of militant political Islam and the role that human rights can play in countering the challenges posed by Islamism for both international and national security--particularly with respect to the rise of a new generation of Muslim digital natives both in Europe and Muslim majority societies.

IWP 676 • A Counterintelligence Challenge: The Enigmas and Benefits of Defectors

Four credits
Offered: Spring semesters
Professor: Alan Messer

This course will explore the evolution of "success" and its ingredients, but the most important ingredient is the quality of the human mind as it approaches either the defection decision or the exploitation effort. For this reason, the class will emphasize a Socratic method of teaching wherein question and answer between teacher and student and between students will dominate over any lecture format.
IWP 677 • Chinese Military Thought and History

Four credits
Offered: Spring semesters
Professor: Christopher R. Lew

This course explores Chinese military thought from both a historical and philosophical perspective to provide a greater understanding of Chinese military decision making processes at the strategic and operational levels.

The course opens with an examination of fundamental strategic issues as dictated by China’s geography and cultural differences from its neighbors before transitioning into a study of the philosophical underpinnings of Chinese military thought such as Sun Tzu and the Romance of the Three Kingdoms. After establishing this basis, the course will examine case studies and trends through China’s medieval and pre-modern periods before drawing deeper focus on events during the modern era, such as the Opium Wars, the Sino-Japanese Wars, the Chinese Civil War, and the Korean War. The last portion of the class will discuss China’s current military posture in light of these factors and in reaction to the evolving international situation.

IWP 678 • Covert Action and National Security

Four credits
Offered: Spring semesters
Professor: John R. Sano

Covert Action (CA) remains a highly controversial and generally misunderstood element within the Intelligence Community. Title 50 of the United States Code defines Covert Action as: "...an activity or activities of the United States Government to influence political, economic, or military conditions abroad, where it is intended that the role of the United States Government will not be apparent or acknowledged publicly..." Lying somewhere between overt diplomatic initiatives and direct military intervention, CA is often referred to as the "third option" when addressing foreign policy issues that impact on U.S. national security interests. This course will address the many facets of CA, both through selected case studies as well as the parameters that have evolved over the years to manage its myriad aspects - determining what CA can, and equally important, cannot accomplish. We will also see how CA, as conducted by the CIA, is often used in a dual track program alongside State Department initiatives in an effort to resolve particularly difficult foreign policy dilemmas.

IWP 679 • Defense Strategy, Planning and Budgeting

Four credits
Offered: Fall semesters
Professor: Wayne A. Schroeder

This course will expose students to one of the critical elements of national security and defense policy -- national security and resource planning -- underscoring the synergistic relationship between policy, strategy, and resources. Ideally, resource planning should service broader U.S. national security and foreign policy interests, providing a basis from which successful policies can be prioritized and executed. Knowledge of national security resource planning is essential to gaining a fuller understanding of U.S. national security policy, foreign policy, defense and military policy, and intelligence policy.

IWP 680 • Modern China

Four credits
Offered: Fall semesters
Professor: Christopher R. Lew

This course explores the modern historical factors which have shaped the People's Republic of China. There are various views and opinions regarding Beijing's perspectives and goals for the future, but many are grounded in misconceptions of China's past and ignore both precedents and trends that have long been part of the Chinese experience. By focusing on historical elements, navigating propaganda, taking new scholarship into account, and interpreting the impact of historical memory, this course will seek to provide a more accurate and comprehensive understanding of how the PRC has emerged and developed into the global force (e.g. adversary, threat, partner, peer, etc.) of today.

IWP 901/902 • Directed Study

Four credits
Offered: Fall, spring and summer semesters, 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 Vice President 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, with permission of professor and Dean
Title and focus of each topic will be determined by relevant instructors in consultation with the Academic Dean.

**IWP 922-925 • Selected Language Topics**

Two credits
Offered: Fall, spring, and summer semesters, with permission of professor and Dean

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

**IWP 930/931 • Honors Thesis**

Four credits
Offered: Fall and spring semesters, with permission of professor and Dean; must complete the Honors Thesis Application Form.

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 Vice President 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 Vice President of Student Affairs for additional information and guidelines.

**IWP 940-944 • Arabic Language: Beginning I&II, Intermediate I&I, Advanced I**

Two credits
Offered: Fall, spring and summer semesters
Professor: Hashem Mekki

**IWP 945-949 • Chinese Language: Beginning I&II, Intermediate I&II, Advanced I**

Two credits
Offered: Fall, spring and summer semesters
Professor: Janice Jewell
IWP 950-955 • Russian Language: Beginning I&II, Intermediate I&II, Advanced I&II

Two credits
Offered: Fall, spring and summer semesters
Professor: Linna Liberchuk
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; mid-career professionals from the government and non-government sectors; and U.S. 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.

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. Applicants will also have at least a baccalaureate degree from an accredited college or university. In general, students should have at least a 3.20 cumulative GPA at the undergraduate level.

Application Requirements

1. A completed on-line Application for Admission, which will include the submission of a current resume, Personal Statement, Admissions Essay, and the
names and email addresses of three individuals who will be providing recommendations on your behalf.

2. Official academic transcripts from all institutions attended (these should be sent directly to IWP from the home institutions). Transcripts in a language other than English must be accompanied by certified English translations. A baccalaureate degree from a regionally accredited institution is required;

3. Graduate Record Examination (GRE) scores. This exam must have been taken within the last five years. LSAT scores may be substituted. IWP’s institutional code is 5474. For more information, please visit the GRE website;

4. TOEFL scores (for international students). The results of the Test of English as a Foreign Language are required from students whose first 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 the TOEFL website;

5. $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, 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’s M.A. or Certificate programs must pay a $500 non-refundable matriculation fee to secure their admission. This fee is due upon acceptance of admission and is credited toward the first semester’s tuition balance.

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 by the Admissions
Committee. 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 into the M.A. program 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 one year. Those who re-apply within one year 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 Admissions Office. 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. Also, students potentially forfeit any institutional scholarship if they choose to defer.

Second M.A. Degree

Students who graduate with an M.A. degree from IWP and wish to pursue a second M.A. degree must complete the Application for a Second M.A. Degree Form, along with a cover letter detailing their objectives for pursuing a second degree, and submit both to the Chairman of the Admissions Committee. Upon admission to the second degree, the candidate 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 Vice President of Student Affairs.

Executive Master of Arts in National Security Affairs

The Admissions Committee evaluates each application for this degree with a focus on professional experience and leadership, ultimately assessing how your professional experiences have given you an extensive understanding of one of the elements of statecraft. This includes your individual and unique qualifications in the following:
**Professional Background**

The breadth and depth of your professional experience, your level of management responsibilities (e.g., strategy, operations, etc.), career progression and demonstrated leadership. The Executive MA applicant must have 7-10 years of relevant experience.

**Integrated Intellectual Capabilities**

Your potential to succeed academically as demonstrated through your academic record, letters of recommendation, professional experience, and understanding of intelligence, national security or international affairs at an integrated, strategic level.

The Admissions Committee seeks candidates who are considered high-potential leaders who have the desire to enhance the formulation and conduct of American national security policy.

**Application Requirements**

1. A completed on-line Application for Admission, which will include the submission of a current resume, Personal Statement, Admissions Essay, and the names and email addresses of three individuals who will be providing recommendations on your behalf.
2. Official academic transcripts from all institutions attended (these should be sent directly to IWP from the home institutions). Transcripts in a language other than English must be accompanied by certified English translations. A baccalaureate degree from a regionally accredited institution is required;
3. TOEFL scores (for international students). The results of the Test of English as a Foreign Language are required from students whose first 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 the TOEFL website;
4. $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, making scheduled private visits, or meeting with IWP personnel at graduate school fairs.

**Master of Arts in Strategic and International Studies (Professional)**

The Admissions Committee evaluates each application for this degree with a focus on professional experience and leadership, ultimately assessing how your
professional experiences have given you an extensive understanding of one of the 
elements of statecraft. This includes your individual and unique qualifications in the 
following:

**Professional Background**
The breadth and depth of your professional experience, your level of management 
responsibilities (e.g., strategy, operations, etc.), career progression and demonstrated 
leadership. The Professional MA applicant must have 5-7 years of relevant experience.

**Integrated Intellectual Capabilities**
Your potential to succeed academically as demonstrated through your academic 
record, letters of recommendation, professional experience, and understanding of 
intelligence, national security or international affairs at an integrated, strategic level.

The Admissions Committee seeks candidates who are considered high-potential 
leaders who have the desire to enhance the formulation and conduct of American national 
security policy.

**Application Requirements**

- A completed on-line [Application for Admission](#), which will include the 
  submission of a current resume, Personal Statement, Admissions Essay, 
  and the names and email addresses of three individuals who will be 
  providing recommendations on your behalf.
- Official academic transcripts from all institutions attended (these should 
  be sent directly to IWP from the home institutions). Transcripts in a 
  language other than English must be accompanied by certified English 
  translations. A baccalaureate degree from a regionally accredited 
  institution is required;
- TOEFL scores (for international students). The results of the Test of 
  English as a Foreign Language are required from students whose first 
  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 the 
  [TOEFL website](#);
- $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, making scheduled private visits, 
  or meeting with IWP personnel at graduate school fairs.
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.

Application Requirements

1. A completed on-line Application for Admission, which will include the submission of a current resume.
2. 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.
3. TOEFL scores (for international students). The results of the Test of English as a Foreign Language are required from students whose first 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 the TOEFL website; and
4. $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.

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 Admissions Office. 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.

Application Requirements

1. A completed and signed Application for Admission;
2. 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 the TOEFL website; and
3. $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.
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 currently-enrolled 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

Tuition, Fees, Billing, and Payment Policies

Charge Rates

<table>
<thead>
<tr>
<th>Description</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition (for credit)</td>
<td>$1,100 per credit hour ($4,400 per 4-credit course)</td>
</tr>
<tr>
<td>Tuition (auditing)</td>
<td>$550 per credit hour ($2,200 per 4-credit course)</td>
</tr>
<tr>
<td>Tuition (language courses)</td>
<td>$550 per credit hour ($1,100 per 2-credit course)</td>
</tr>
<tr>
<td>Tuition (auditing, language)</td>
<td>$275 per credit hour ($550 per 2-credit course)</td>
</tr>
<tr>
<td>Student Services fee</td>
<td>$200/fall and spring semesters; $100/summer semester</td>
</tr>
<tr>
<td></td>
<td>(mandatory for all students)</td>
</tr>
<tr>
<td>Auditors?</td>
<td></td>
</tr>
<tr>
<td>Matriculation fee</td>
<td>$500 for all students, due upon acceptance of admission (Non-refundable)</td>
</tr>
<tr>
<td>Admissions Application fee</td>
<td>$100 (waived for students attending open houses, making scheduled private visits, or meeting with IWP personnel at graduate school fairs)</td>
</tr>
<tr>
<td>Deferment fee</td>
<td>$100</td>
</tr>
<tr>
<td>Re-application fee</td>
<td>$100</td>
</tr>
<tr>
<td>Continuing Enrollment fee</td>
<td>$50/Official Academic Academic</td>
</tr>
<tr>
<td>Transcripts:</td>
<td>$5 per copy</td>
</tr>
<tr>
<td>Domestic Overnight</td>
<td>$30/shipment</td>
</tr>
<tr>
<td>International Overnight</td>
<td>$100/shipment</td>
</tr>
<tr>
<td>Late Payment Penalty</td>
<td>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.</td>
</tr>
<tr>
<td>Non-payment penalty</td>
<td>In addition to the late penalty assessment, a one-time penalty of 5% of the outstanding balance. Financial hold on records until balance is paid; potential of account referral to collection agency.</td>
</tr>
<tr>
<td>Language Proficiency Exam</td>
<td>$250</td>
</tr>
<tr>
<td>Graduation fee</td>
<td>$250</td>
</tr>
<tr>
<td>Other fees:</td>
<td>At the discretion of IWP</td>
</tr>
</tbody>
</table>

Refund Policy (Fall and Spring semesters)

Note: Base Refund = Tuition minus matriculation fee.

<table>
<thead>
<tr>
<th>Withdrawal Date</th>
<th>Base Refund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before 2nd class</td>
<td>100%</td>
</tr>
<tr>
<td>Before 3rd class</td>
<td>80%</td>
</tr>
<tr>
<td>Before 4th class</td>
<td>60%</td>
</tr>
<tr>
<td>Before 5th class</td>
<td>40%</td>
</tr>
<tr>
<td>Before 6th class</td>
<td>20%</td>
</tr>
<tr>
<td>After 6th class</td>
<td>No refund</td>
</tr>
</tbody>
</table>
Refund Policy (Summer semesters)

Note: Base Refund = Tuition minus matriculation fee.

<table>
<thead>
<tr>
<th>Withdrawal Date</th>
<th>Base Refund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before 2nd class:</td>
<td>100%</td>
</tr>
<tr>
<td>Before 4th class:</td>
<td>50%</td>
</tr>
<tr>
<td>After 4th class:</td>
<td>No refund</td>
</tr>
</tbody>
</table>

Estimated Living Expenses

IWP scholarships, 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 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):

<table>
<thead>
<tr>
<th></th>
<th>Fall semester</th>
<th>Spring semester</th>
<th>Summer semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition ($1,100/credit)</td>
<td>$13,200</td>
<td>$13,200</td>
<td>$8,800</td>
</tr>
<tr>
<td>Fees</td>
<td>$200</td>
<td>$200</td>
<td>$100</td>
</tr>
<tr>
<td>Room and Board</td>
<td>$8,000</td>
<td>$8,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>Books and Supplies</td>
<td>$500</td>
<td>$500</td>
<td>$200</td>
</tr>
<tr>
<td>Transportation</td>
<td>$500</td>
<td>$500</td>
<td>$100</td>
</tr>
<tr>
<td>Personal Expenses</td>
<td>$500</td>
<td>$500</td>
<td>$100</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$22,900</td>
<td>$22,900</td>
<td>$12,300</td>
</tr>
</tbody>
</table>

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. Second, and prior to the beginning of the semester, when tuition charges and student services fees are due, you may remit payment through
Empower (with credit card) or by check or money order. IWP does not accept cash payments.

- Mailing Your Payment – If you wish to remit your payment by check or money order, please address the check to The Institute of World Politics. Please mail your check to:

IWP Business Office
1521 16th Street, NW
Washington, DC 20036

For questions on the various payment options at IWP, please contact the Business Office 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 drop/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.
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 loan options for credit-worthy student borrowers. All forms of student funding, such as outside scholarships and VA benefits, must be disclosed to accurately determine the student’s eligibility for financial aid. If interested in being considered for a student loan, please contact Mr. T.J. Snowden, Director of Financial Aid at financialaid@iwp.edu or 202-462-2101.

Scholarships

IWP offers merit-based scholarships to help high achieving/high potential students to finance their IWP education. IWP scholarships are organized in two categories: Scholarships requiring a minimum of 9 credits per semester and Scholarships requiring at least 6 credits per semester. Below are the IWP scholarships available to students:

<table>
<thead>
<tr>
<th>Scholarship Requirement</th>
<th>Program</th>
<th>Award Amount</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 or more credits</td>
<td>Presidential</td>
<td>Full Tuition</td>
<td>Must maintain 3.67</td>
</tr>
<tr>
<td></td>
<td>Statesman</td>
<td>$6,600 per semester</td>
<td>Must maintain 3.67</td>
</tr>
<tr>
<td></td>
<td>Institute</td>
<td>$4,400 per semester</td>
<td>Must maintain 3.33</td>
</tr>
</tbody>
</table>

Scholarships requiring at least 6 credits per semester:

<table>
<thead>
<tr>
<th>Scholarship Requirement</th>
<th>Program</th>
<th>Award Amount</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 or more credits</td>
<td>Joe C. Hayes Memorial Scholarship</td>
<td>Up to $2,200 per semester</td>
<td>Must maintain 3.33</td>
</tr>
</tbody>
</table>

These credit standards apply to the fall, spring, and summer semesters. Since full-time enrollment in the summer is difficult to achieve, students normally on a full-time scholarship may elect to drop down to a part-time scholarship for the summer only.

Merit-based scholarships are awarded by the Scholarship Committee during the admissions process and are credited toward tuition only (scholarships do not cover books, fees, etc.). This scholarship assistance is automatically renewable, provided that enrollment and GPA criteria are maintained. If a student fails to meet the GPA criterion,
the student will continue to receive the scholarship but will be placed on scholarship probation for the next term. Probation will be lifted upon meeting the GPA standard after the semester of probation. However, if the GPA standard is not met after the one semester of probation, the scholarship may be revoked. Please note that the enrollment standards must always be maintained (no exceptions).

**Title IV Student Loans**

Federal Direct Loans and Grad PLUS Loans are available to eligible students, depending on requisite program requirements. These loans require at least half-time enrollment (six or more credit hours per semester).

**Federal Direct Loans**

Federal Direct Loans are offered in an unsubsidized format. 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 dropping below six credit hours in a given semester. The aggregate loan limit (undergraduate and graduate) is $138,500.

Loan proceeds are disbursed each semester and are credited to a student’s account. 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. Grad PLUS loans are available once eligibility for unsubsidized loans has been exhausted.

Borrowers are entitled to an in-school deferment if enrolled at IWP on at least a half-time basis (six credit hours or more per semester). Borrowers who drop below half-time enrollment status, cease enrollment, or graduate enter repayment status after a six-month grace period. Deferments are no longer valid during this timeframe, but borrowers can pursue forbearance options.

**Federal Grad PLUS Loans**

Students may also borrow under the Federal Grad 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. Per the Department of Education, Federal Grad Plus Loan applications are valid for 180 days. Federal Grad PLUS Loans are credit-based, so applicants must meet credit requirements. Students must submit an application each year and complete a Master Promissory Note (MPN) should they be approved.
**Entrance and Exit Counseling Requirement**

Borrowers of Federal Direct Loans are required to undergo entrance and exit counseling, to advise them of their rights and responsibilities as Federal Direct Loan borrowers. Entrance counseling and exit counseling are available at [www.studentloans.gov](http://www.studentloans.gov) and must be completed prior to disbursement and graduation, respectively.

**Title IV Satisfactory Academic Progress Policy**

The Office of Financial Aid is required by federal regulation to monitor the academic progress of all Federal financial aid recipients. Financial aid recipients must maintain the minimum standard as described in this Satisfactory Academic Progress (SAP) Policy as a condition of continued eligibility for federal financial aid.

The Office of Financial Aid evaluates two elements of academic progress annually at the end of the spring semester. One element, grade point average, is used as a qualitative measure of the student's progress in the classroom. The other element, minimum completion rate, is used to determine if the student will complete the program within the time standard established by the Department of Education. Failure to maintain satisfactory academic progress may result in the cancellation of federal financial aid awards.

*Minimum Standards for IWP Students*

Grade Point Average - Student must maintain a minimum, cumulative GPA of 3.0

Minimum Completion Rate - The Office of Financial Aid will analyze each student's course load to ensure completion of at least 67% of the course requirements associated with the published length of the student's program.

The Institute of World Politics expects that a full-time student will complete the MA program in a little more than two years (52 credits completed at the pace described in the chart below). Likewise, full-time students are expected to complete the certificate program in one year (20 credits completed at the pace described in the chart below).

*SAP Chart*
Examples

If a student were to enroll as an MA student in the fall of 2015, they would be evaluated for SAP at the end of the spring 2016 semester. The student must have completed 8 credits in both the fall 2015 and spring 2016 semesters to maintain satisfactory academic progress. Additionally, the student must maintain a 3.0 GPA during this period.

If a student were to enroll as an MA student in the spring of 2016, they will be evaluated for SAP at the end of the spring 2016 semester. This student must have completed 8 credits in this semester and maintained a GPA of 3.0 in order to maintain SAP.

If a student were to enroll as an MA student in the summer of 2015, they will be evaluated for SAP at the end of the spring 2016 semester. Because the Institute does not include summer classes in the published length of the program, the student must complete 16 credits between the three semesters: summer 2015, fall 2015 and spring 2016. However, please remember that, in order to be eligible for financial aid, students must be enrolled at least as “half-time” students (minimum of 6 credits in the semester).

Failure to Maintain Satisfactory Academic Progress

Upon completing its analysis at the end of the spring semester, the Office of Financial Aid will notify any student who does not meet Satisfactory Academic Progress standards. Notification will be done via email to the student's IWP email address. Students who fail to meet these standards will be ineligible for financial aid without an approved, written SAP Appeal.

Regaining Financial Aid Eligibility through Appeal

In order to be considered for reinstatement of financial aid eligibility, students must prepare and submit an SAP Appeal form to the Office of Financial Aid. This form should describe any unique circumstances which led to the student’s inability to maintain Satisfactory Academic Progress and it must outline the student's plan to get back in compliance with those standards. For example, the plan must show how the student will graduate within 150% of the published degree timeline. The SAP Appeal form requires the signature of the Vice President of Student Affairs to validate that the plan is...
reasonable and achievable. SAP Appeal forms must be submitted within 30 days of notification of financial aid ineligibility.

*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:

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

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
2. Federal Grad PLUS Loans

*Maximum Timeframe Limitations (150% Rule)*

Students will be allowed an equivalent of 150% of the number of credits required for their degree. The Office of Financial Aid has

M.A. Degrees (52 credits) - Financial aid eligibility (52 credits x 150% = 78 credits).

Certificate Program (20 credits) – Financial aid eligibility (20 credits x 150% = 30 credits).
Executive M.A. in National Security Affairs (28 credits) – Financial aid eligibility (28 x 150% = 42 credits).

- All attempted credits, including credits attempted in the Summer 2016 term, will be counted against students’ maximum timeframe, whether or not the student received financial aid for those attempted credits.
- Students who change their majors will have all credits previously attempted under their old major counted against their new major’s maximum timeframe.

Students who are interested in seeking more than one graduate certificate of degree must be aware that they are not allotted more credit hour attempts if they are simultaneously taking courses towards achieving both. The rule has been interpreted that the student must be making progress towards one degree/certificate to remain in compliance with the maximum timeframe requirement. There may still be aid eligibility for additional degrees or certificates based on the student’s remaining financial aid eligibility upon completion of the program.

**VA Benefits**

The Institute of World Politics is committed to ensuring that our veteran student population is well integrated into the overall culture of our unique institution. IWP administers a number of education programs that are directed towards active duty military personnel, veterans, and dependents. The benefits for each program will be dependent upon certain eligibility requirements that are outlined on the IWP website under the section titled “Education Benefits for Veterans.”

More recently, the Institute of World Politics has come into an agreement with the U.S. Department of Veteran Affairs to participate in the Yellow Ribbon Program. Under this partnership, IWP has designed its contribution to 100% eligible, Post 9/11 GI Bill recipients to fund an unlimited scholarship that will be matched by the Department of Veteran affairs so that those individuals will not occur an out of pocket expense with regards to mandatory tuition and fees.

If you have any additional questions about the program, please contact T.J. Snowden, Director of Financial Aid at (202) 462-2101 ext. 323 or via e-mail at tsnowden@iwp.edu.
Student Services

Academic Advising and Counseling

Students should consult with the Vice President 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 Vice President of Student Affairs to ensure the proper selection and sequencing of courses. Students are also encouraged to utilize the Degree Audit function in Empower. Additionally, students may seek academic and professional advice from faculty members.

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 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 Vice President 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 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.

Student Government Association

The Student Government Association (SGA) serves as a mechanism for student participation and input on Institute policies, decisions, and other matters. Alternately, the Association provides a means by which Institute administrators can consult with the student body. Students interested in learning more about the SGA should contact the SGA Office at sga@iwp.edu.

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.

Financial Aid Counseling

Eligible M.A. students may apply for IWP scholarships, as well as Federal 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 taken during the orientation or the first two weeks of classes. The ID card provides access to IWP’s buildings and 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 are also assigned an IWP e-mail address upon matriculation into any of IWP’s academic programs. The IWP e-mail address is the primary means of e-communication between the Institute and students. Please contact the Vice President of Student Affairs for additional details.

**Internships**

The Institute endeavors to assist its students who are seeking internships outside IWP in the foreign policy and national security fields in Washington, D.C. Students are encouraged to contact the Director of Career Services for information about internship opportunities outside IWP. For more information, please contact Derrick Dortch at ddortch@iwp.edu.

**Student Journal and Publishing of Student Papers**

*Active Measures*, IWP’s student-led journal, was approved in Fall 2011 with a first publication date in spring 2012. This student-led journal is comprised of scholarly essays submitted by students approved by an editorial board and faculty adviser. An updated version of the journal, entitled *Journal of Intelligence and Security Studies (JISS)*, is launching in Fall 2015.

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. For more information, please contact *Active Measures* at activemeasures@iwp.edu.

**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) for information on the various requirements for a student visa.

All international students must complete the I-20 Request Form and mail this form to the Registrar.

International students in need of a social security card may apply online (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 Association may be found at www.iwp.edu. Questions may be directed to Ms. Katie Bridges, Alumni Coordinator, at kbridges@iwp.edu.

Rave Alert System

The Institute utilizes an emergency notification system to send alerts to students, faculty, and staff via their IWP emails and other electronic delivery means. This system will be used to notify students of emergency situations on campus, as well as for class cancellations and office closures.

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 sent via the Rave Alert System and will be posted on the IWP website (www.iwp.edu).
Academic Policies and Procedures

Registration

Registration is done online via EMPOWER (iwp.empower-xl.com). Detailed instructions on how to use EMPOWER are on the Registrar’s webpage. Students are expected to seek academic guidance from the Vice President of Student Affairs or faculty adviser prior to completing their registrations. Responsibility rests with students to register for the necessary courses in the proper sequence to meet the requirements of their programs.

All 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.

Registration changes via the Add/Drop procedure are permitted in Empower.. The tuition balance must be paid before the start of the semester. New students must also pay the matriculation fee ($500) upon acceptance of admission (this fee is credited toward student’s tuition balance). The Registrar may be contacted at htyus@iwp.edu or by phone at 202-462-2101 x314. The fax line is 202-464-0165.

Enrollment statuses

**Fall and Spring Semesters**
- Registered for 9 or more credit hours: Full-time
- Registered for 6-8 credit hours: Half-time/Part-time
- Registered for 5 or less credit hours: Less than half-time

**Summer Semesters**
- Registered for 8 or more credit hours: Full-time
- Registered for 6 credit hours: Half-time/Part-time
- Registered for 5 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 Vice President of Student Affairs, along
with a syllabus of the course which they have already completed at another institution. The request will be reviewed and considered by the Academic Dean. 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 in Empower by the Add/Drop deadline (usually the first week of the semester). 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 in Empower 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 Academic Dean 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 completed Directed Study Form must first be submitted to the
Vice President 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 completed Honors Thesis Form to the Vice President 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 Vice President of Student Affairs for additional information and guidelines.

**Auditing Courses**

Students may audit courses if they wish to study without earning academic credit or a grade. Tuition for auditing is one-half the regular rate, plus the student services fee. 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 EMPOWER. 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 may request copies through EMPOWER or by submitting 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 per copy. 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 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 EMPOWER.

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 must be signed and submitted to the Registrar.

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. Students who take a Leave of Absence forfeit any institutional scholarship awarded (unless the Leave of Absence is due to military deployment).

Students who take a leave of absence are subject to the policies on “Return to Title IV,” deposits, and refunds described herein. Students with Title IV student loans will additionally be required to undergo Title IV exit counseling.

**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 who withdrawal are subject to the policies on “Return to Title IV,” deposits, and refunds described herein. Students with Title IV student loans will additionally be required to undergo Title IV exit counseling.

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 Vice President of Student Affairs 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 Vice President of Student Affairs. Exam review sessions are also offered periodically throughout the year.

Students who fail the oral and/or written examinations must re-take them within six months. 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 Vice President 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 Vice President of Student Affairs will forward the matter to the Dean and the Appeals Committee. The Appeals Committee consists of the Academic Dean and at least two faculty members appointed by the 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 Vice President 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 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 Vice President of Student Affairs, who may be contacted at 202-462-2101 or 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 Vice President 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 Vice President 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 Vice President 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 Vice President 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 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.

<table>
<thead>
<tr>
<th>Grade</th>
<th>GPA</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.00</td>
<td>Excellent</td>
</tr>
<tr>
<td>A –</td>
<td>3.67</td>
<td>Very Good</td>
</tr>
<tr>
<td>B +</td>
<td>3.33</td>
<td>Good</td>
</tr>
<tr>
<td>B</td>
<td>3.00</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>B –</td>
<td>2.67</td>
<td>Low Pass</td>
</tr>
<tr>
<td>C + or below</td>
<td>0.00</td>
<td>Fail, no graduate credit</td>
</tr>
<tr>
<td>I</td>
<td>0.00</td>
<td>Incomplete; additional work required</td>
</tr>
<tr>
<td>W</td>
<td>0.00</td>
<td>Withdrawal</td>
</tr>
</tbody>
</table>
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

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.

Incomplete grades may be given only in the following circumstances:

- The student's work to date is passing;
- Attendance has been satisfactory through at least 60% of the term;
- An illness or other extenuating circumstance legitimately prevents completion of required work by the due date;
- Required work may reasonably be completed in an agreed-upon time frame;
- The incomplete is not given as a substitute for a failing grade;
- The incomplete is not based solely on a student's failure to complete work or as a means of raising his or her grade by doing additional work after the grade report time; and
- The student initiates the request for an incomplete grade before the end of the academic term;

All incomplete course work must be completed no later than six months following the end of the semester in which the Incomplete grade was issued. 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.

**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 to Maintain 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 Academic Dean 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 Academic Dean.

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.
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 prohibits lying, cheating, stealing, or plagiarism. Enrollment in any 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 a faculty members suspect a student 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 Vice President 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 Vice President 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 Vice President 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 Vice President 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 Vice President of Student Affairs and any violation of this policy may result in expulsion.
Drug-Free Schools and Communities Act

The Institute 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 policy to prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees.

Drug and Alcohol Policy

The unlawful or improper use of controlled substances or alcohol at the Institute presents a danger to everyone. Students are prohibited from attending class or participating in Institute events while using illegal or unauthorized substances. Students are prohibited from attending class or participating in Institute events when the student uses any controlled substance, except when the use is pursuant to a doctor’s orders and the doctor advised the student that the substance does not adversely affect the student’s ability to participate in these functions. This does not include the authorized use of alcohol at Institute-sponsored functions or activities.

Campus Police Authority and Jurisdiction

The Institute 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 Operations Manager/Security Officer at 202-462-4601 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 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 or www.ed.gov
Faculty, Staff, and Governance

Full-Time Faculty

Marek Jan Chodakiewicz

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

Expertise: History, Russia, Europe, strategic geography, extremist movements, intellectual history, genocide.


Professional Experience: Formerly visiting professor, Loyola Marymount University and Assistant Professor of History with the Kosciuszko Chair in Polish Studies, Miller Center of Public Affairs, University of Virginia (2001-03).

David Glancy

Professor of Strategy and Statecraft

Expertise: Political risk, public diplomacy and political warfare, economic statecraft, international political economy.

Education: B.A., University of Michigan-Dearborn; MBA, Booth School of Business, University of Chicago; M.A.L.D., Fletcher School, Tufts University; Ph.D., Fletcher School, Tufts University.

Professional Experience: In addition to teaching at IWP, Dr. David Glancy provides training and consulting services to clients in the public and private sector. Prior to joining IWP, Dr. Glancy worked as an Associate with Booz Allen Hamilton. While at Booz Allen, he worked on education technology issues with National Intelligence University, served as an Assistant Professor (contractor) with the College of National Security Affairs (CISA) at National Defense University, and provided advice on strategic communications issues to a variety of government clients. Dr. David Glancy has also held positions at both the State Department and Defense Department. At the State Department, he served as a Senior Advisor for Political-Military Affairs and was responsible for handling a number of high-profile issues (coalition political-military efforts in Iraq, issues related to our global military posture, piracy off the coast of Somalia). At the Defense Department, Dr. Glancy was a policy analyst and advisor with the Office
of the Secretary of Defense. During his time at the Pentagon, Dr. Glancy served as the Director of the Global War on Terrorism Communications Group and worked as a special assistant with the Eurasia policy office.

John Lenczowski

Founder, President, and Professor.

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


Professional Experience: Formerly Director of European and Soviet Affairs, National Security Council (1983-87); Special Advisor to the Under Secretary for Political Affairs, Department of State (1981-83); Congressional staff member (1979-81); and Adjunct Professor, National Security Studies, Georgetown University (1985-2000). Author of Full-Spectrum Diplomacy and Grand Strategy and Soviet Perceptions of U.S. Foreign Policy.

Mackubin T. Owens

Dean of Academic Affairs


Education: B.A., University of California-Santa Barbara; M.A., Economics, University of Oklahoma; and Ph.D., Politics, University of Dallas.

Professional Experience: Senior Fellow, Foreign Policy Research Institute (FPRI), and editor, Orbis (FPRI's quarterly journal). Formerly Professor of National Security Affairs, U.S. Naval War College; Editor-in-Chief of the quarterly defense journal Strategic Review and Adjunct Professor of International Relations at Boston University; National Security Adviser to Senator Bob Kasten; Director of Legislative Affairs for the Nuclear Weapons Programs of the Department of Energy during the Reagan Administration. Colonel, U.S. Marines (ret.); Recipient of Silver Star for service during the Vietnam War. Previously taught at the University of Rhode Island, the University of Dallas, Catholic University, Ashland University of Ohio, and the Marine Corps' School of Advanced Warfighting (SAW); the 2013 Ira Eaker Distinguished Lecturer at the Air Force Academy; consultant to the Los Alamos National Laboratory; Plans Division, Headquarters Marine Corps; and J-5 Strategy, the Joint Staff. Author of Abraham Lincoln: Leadership and Democratic Statesmanship in Wartime (2009) and U.S. Civil-Military Relations after 9/11: Renegotiating the Civil-Military Bargain (for
which he won the Andrew Goodpaster Prize for excellence in military scholarship) and co-author of *U.S. Foreign and Defense Policy: The Rise of an Incidental Superpower* (Georgetown University Press, spring 2015). Currently completing another book for the University Press of Kentucky tentatively titled *Sword of Republican Empire: A History of U.S. Civil-Military Relations.* Regular contributor on national security affairs to many publications.

**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 (with the personal rank of Ambassador), U.S. Mission to the Organization of American States (1987-88); U.S. Ambassador to Guatemala (1984-87); and U.S. Senior Representative to the U.S. Mission at the United Nations. Author of *The Glorious Heritage of Western Civilization* (forthcoming).

**John J. Tierney, Jr.**

Walter Kohler Professor of International Relations.

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


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: The American Worldview, Theory and Practice.*

**David L. Thomas**

Professor of Intelligence Studies
Expertise: Intelligence, counterintelligence, intelligence history, foreign intelligence systems.


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
Professor of Statecraft and National Security Affairs

Expertise: National security affairs, national security strategy, irregular warfare, continuity of government, corporate statecraft and national security affairs, emerging threats, crisis management and decisionmaking.

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.

Joseph R. Wood
Professor and Chairman, Admissions Committee

Expertise: American Founding, Western moral tradition, political and moral philosophy and philosophy of history, national security strategy.


Professional Experience: Mr. Wood is a retired Air Force colonel. He served in the White House as a senior political appointee from 2005 until 2008 as Deputy National Security Advisor to Vice President Dick Cheney, with responsibility for all policy involving Europe, Eurasia, Africa, and defense issues. His military career included operational and command fighter assignments (A-10 and F-15E) in Asia and Europe; faculty duty in the Department of Political Science at the Air
Force Academy where he taught U.S. foreign and defense policy; service at the Pentagon as speech writer for the Chief of Staff and Vice Chief of Staff of the Air Force; and temporary assignments in the Joint Staff, the U.S. Mission to the Conventional Forces in Europe Talks in Vienna, the Central Intelligence Agency, the Office of the Secretary of Defense, and NATO SHAPE Headquarters in Mons, Belgium.

After retiring from the Air Force, he was appointed a member of the career Senior Executive Service at NASA Headquarters. He later worked in the RAND Corporation's Washington office. He was a Senior Fellow at the German Marshall Fund of the U.S. from 2008 until 2012 and worked at BAE Systems, Inc. from 2011 until 2012. He has taught at a variety of graduate seminars in Europe.

Adjunct Faculty

Norman A. Bailey

Professor of Economics and National Security, National Security Studies Center, University of Haifa; Columnist, Globes (Israeli economic and financial daily); and representative in Israel of various intelligence, security, and consulting firms.

Expertise: Economics, economic warfare.


Professional Experience: Office of the Director of National Intelligence 2006-07; Formerly Senior Director of International Economic Affairs, National Security Council (NSC) and Senior Director of National Security Planning, NSC (1981-83); 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


Gary Blankenship

Operations Manager, Omnis, Inc.

Expertise: Human Intelligence (HUMINT) operations

Education: B.A., St. Mary’s University (TX); M.A., Tulane University.

Professional Experience: Formerly U.S. Army Combat Arms Officer and Latin America Foreign Area Officer, serving in various command, staff, and instructor positions in the United States, Germany, Korea, and Latin America; Directorate of Intelligence military analyst, CIA; and National Clandestine Service manager/officer.

Anne Rathbone Bradley

Vice President of Economic Initiatives, Institute for Faith, Work and Economics.


Education: PhD, Economics, George Mason University.

Professional Experience: Vice President of Economic Initiatives at the Institute for Faith, Work, and Economics, where she develops and commissions research toward a systematic biblical theology of economic freedom. She is a lecturer at Georgetown University, the Foundation for Economic Education, and a professor at The Fund for American Studies at George Mason University and has taught at Charles University, Prague. She is currently a visiting scholar at the Bernard Center for Women, Politics, and Public Policy. She served as the Associate Director for the Program in Economics, Politics, and the Law at the James M. Buchanan Center at George Mason University.

Dr. Rathbone Bradley’s work has appeared in the Washington Post, The Daily Caller, The Stream and other publications. She is a regular guest on “In the Market with Janet Parshall” on Moody Radio. She is the editor and contributing author to “For the Least of These” released by Zondervan Publishing in 2015.

Dr. Rathbone Bradley's academic work also focuses on the political economy of terrorism with specific emphasis on the industrial organization of al-Qaeda. Her academic research has been published in scholarly journals and edited volumes. She is currently working on a book that analyzes the political economy of al-Qaeda post 9/11. Based on her academic research she also worked as an Economic Analyst for the Central Intelligence Agency's Office of Terrorism Analysis.
David Burgess

Retired, Chief of Operations, Volunteer Recruitment and Selection Department; and Europe, Mediterranean and Asia Region, U.S. Peace Corps.

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


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, Georgia, Turkmenistan, Azerbaijan, and Kyrgyzstan; led country entry/reentry teams in Kosovo, Tunisia, Nepal, Bangladesh and Indonesia; overseas and domestic command and staff positions as a U. S. Air Force officer; board member, U.S. Selective Service System; Treasurer, board member and Executive Committee/Search Committee member for InsideNGO (U.S.-based association of over 300 international development NGOs).

James Jay Carafano

Vice President for the Kathryn and Shelby Cullom Davis Institute for National Security and Foreign Policy, and the E. W. Richardson Fellow, The Heritage Foundation.

Expertise: National security affairs, defense policy, homeland security.


Professional Experience: A leading expert in national security, defense affairs, and homeland security at The Heritage Foundation. Before assuming responsibility for Heritage's entire defense and foreign policy team in December 2012, Carafano had served as deputy director of the Davis Institute as well as director of its Douglas and Sarah Allison Center for Foreign Policy Studies since 2009. He serves on the board of trustees of the Marine Corps University Foundation and advisory boards for the West Point Center of Oral History, the Hamilton Society and Operation Renewed Hope Foundation, which serves
homeless veterans. He formerly was a senior fellow at George Washington University's Homeland Security Policy Institute. He also previously served on the congressionally-mandated Advisory Panel on Department of Defense Capabilities for Support of Civil Authorities, the National Academy's Board on Army Science and Technology and the Department of the Army Historical Advisory Committee. He is an adjunct professor at Georgetown University, Virginia Polytechnic Institute and State University, and the Institute of World Politics and has served as a visiting professor at National Defense University. He previously served as an assistant professor at the U.S. Military Academy in West Point, N.Y., and as director of military studies at the Army's Center of Military History. He taught at Mount Saint Mary College in New York and was a fleet professor at the U.S. Naval War College.

He is the author of many books and studies. His most recent book is *Wiki at War: Conflict in a Socially Networked World* (Texas A&M University Press, 2012), a survey of the revolutionary impact of the Internet age on national security. Carafano coauthored *Winning the Long War: Lessons from the Cold War for Defeating Terrorism and Preserving Freedom*. The first to coin the term, the "long war," the authors argue that a successful strategy requires a balance of prudent military and security measures, continued economic growth, the zealous protection of civil liberties and winning the "war of ideas" against terrorist ideologies.

**Matthew A. Daniels**

Founder, Center for Human Rights and International Affairs

**Expertise:** Human rights, counter-radicalization

**Education:** B.A., Dartmouth College; M.A. and J.D., University of Pennsylvania; and Ph.D., Brandeis University.

**Professional Experience:** Founder, Good of All (a global public education movement committed to using digital and social media to promote the universal human rights); Founder and Co-Director, Center for Law and Digital Culture at Brunel Law School in London, England; and Adjunct Professor of Law, Handong International Law School (Pohang, South Korea).

**Aaron A. Danis**

Senior Analyst with the U.S. Government.

**Expertise:** Terrorism, counterterrorism, intelligence studies.

**Education:** B.A., Military Studies; M.A., Security Policy Studies
Professional Experience: U.S. Army intelligence officer (retired). Previously served in the Naval Criminal Investigative Service, the U.S. Coast Guard, the Treasury Department, the U.S. Nuclear Regulatory Commission, and the Office of the Director of National Intelligence. Currently teaches at National Defense University as an assigned faculty chair.

Joseph R. DeTrani

President, Intelligence and National Security Alliance

Expertise: U.S.-China relations, counter-proliferation

Education: B.A., New York University; New York University School of Law and Graduate School of Business; Senior Manager’s Program in National Security, Harvard University.

Professional experience: Ambassador Joseph R. DeTrani is President of the Intelligence and National Security Alliance and an Adjunct Professor at Missouri State University, Department of Defense and Strategic Studies. Most recently, he served as the Senior Advisor to the Director of National Intelligence (DNI) and the Director of the National Counter Proliferation Center (NCPC) and before that, the North Korea Mission Manager for the ODNI. Prior to his work at the ODNI, Ambassador DeTrani served at the Department of State as the Special Envoy for Six Party Talks with North Korea, with the rank of Ambassador, and as the U.S. Representative to the Korea Energy Development Organization (KEDO). Before his service at State Department, he served at the Central Intelligence Agency (CIA) as the Director for East Asia, Director for Europe, Director of Technical Services, Director of Public Affairs, Director of the Crime and Narcotics Center, and Executive Assistant to the Director of Central Intelligence (DCI), Bill Casey. Ambassador DeTrani served numerous tours abroad, in China, Taiwan, Burma, South Korea, Hong Kong and Iran. Some of the awards he received include: the Distinguished Career Intelligence Medal, the Distinguished Intelligence Medal, the Donovan Award and the Commandant's Award.

John J. Dziak

Co-founder and President of Dziak Group, Inc. (intelligence consulting)

Expertise: Intelligence, counterintelligence, strategic deception/counterdeception, terrorism, Soviet/Russian history

Education: Ph.D. (with honors), Georgetown University; Graduate, National War College
Professional Experience: Previously a senior intelligence officer (SES-4) and executive in the Office of the Secretary of Defense and in the Defense Intelligence Agency. Distinguished Fellow in Intelligence Studies at the American Foreign Policy Council and Senior Fellow at the International Assessment & Strategy Center for counterintelligence, terrorism, and strategic deception issues. Co-developer and first director of the Master’s Degree Program in Strategic Intelligence at the Defense Intelligence School, the original predecessor to the current National Intelligence University. Taught graduate courses at the National War College, Georgetown University, and The George Washington University; and lectures on intelligence, military affairs, and security issues throughout the U.S. and abroad. Author of the award-winning Chekisty: A History of the KGB, numerous other books, articles, and monographs, including The Military Relationship Between China and Russia, and is currently preparing a study on foreign counterintelligence systems, as well as other works on intelligence and national security issues.

Roger W. Fontaine

Washington-based writer.

Expertise: Latin America, foreign culture.


H.A. Ford

Senior Analyst at the Department of Defense.

Professional Experience: Dr. Ford is a Middle East specialist, holding Bachelor and Master’s degrees in Middle East Studies and a Ph.D in Near Eastern Languages and Cultures. She has served on assignments in the Department of Defense and the Office of the Director of National Intelligence.

Paul A. Goble

Director of Research, Azerbaijan Diplomatic Academy.
Expertise: Former Soviet nationalities, Russia, Eastern Europe, Islam in the former Soviet Union.


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

Matthew C. Horner Distinguished Chair of Military Theory, Marine Corps University (Quantico, VA); Chairman of the Threat Knowledge Group;

Expertise: Grand Strategy, Irregular Warfare, Information Operations, militant ideologies, insurgency and counterinsurgency, terrorism and counterterrorism, Al Qaeda, ISIS, democratization, Salafism, the Global Jihadist Movement.

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


G. Philip Hughes

Senior Director, White House Writers Group; Former U.S. Ambassador to Barbados and the Eastern Caribbean

Expertise: Diplomacy and diplomatic practice, bilateral and plurilateral negotiations, trade negotiations and agreements (especially Western Hemisphere), export controls, Latin American/Caribbean affairs, White House national security policy-making, U.S. nuclear deterrence and defense policy, and non-profit leadership and management.

Education: B.A., Political Science, University of Dayton; M.A., Law and Diplomacy, Fletcher School of Law and Diplomacy, Tufts University; and MPA, JFK School of Government, Harvard University.


Janice Jewell

Adjunct Language Professor (Chinese)

Expertise: Chinese language and culture.

Education: B.S. and Postgraduate Certificate, University of Hong Kong. TCSOL Certification.

Professional Experience: In June 2008, Prof. Jewell helped to establish the first Chinese language program for the U.S. Department of Energy. She continues to teach both federal and contract employees at DOE. She also offered Chinese language instruction in the U.S. Department of Treasury's East Asia Office from
2010 to 2011. In addition to teaching Chinese, Prof. Jewell works as a translator and interpreter.

Christopher R. Lew

President of Water Dragons Consulting LLC; Director of Research and Intelligence at Strontium Group; Adjunct Assistant Professor, University of Maryland-University College; and Major in the United States Army Reserve.

Expertise: Chinese history and contemporary political military affairs; military intelligence; strategic intelligence methodology; intelligence analysis; business intelligence

Education: B.A., History and English, Towson University; M.A. and Ph.D., History, University of Pennsylvania.


Linna Liberchuk

Adjunct Language Instructor (Russian)

Expertise: International education, Russian as a foreign language; foreign language education and policy; Russian and comparative linguistics; lexicography, sociolinguistics, migration and language; professional business communication; knowledge management and international business.

Education: M.A. and Ph.D., PDR and Publications, Saint-Petersburg State University (Russia); EHLS Scholar (Georgetown University); M.Ed. and MBA, Strayer University.

Professional Experience: USA: Foreign Language Teacher, ICLS; Visiting Professor, University of Massachusetts; Adjunct Professor, American University; Assistant Professor, Defense Language Institute; RUSSIA: Professor, Technical University (St. Petersburg); Associate Professor, Hertsen Pedagogical Institute; Assistant Professor, Medical Academy (St. Petersburg, Russia); and Researcher, Russian, East European, and Eurasian Center, University of Illinois.
Hashem Mekki

Adjunct Language Instructor (Arabic)

Expertise: Arabic language and culture training; Arabic media, communication, and translation.


Professional Experience: Instructor, Arabic language, U.S. Dept. of Energy’s National Nuclear Security Administration (NNSA); Previously a consultant with the National Foreign Language Center (NFLC) at the University of Maryland Park developing Arabic Language instructional materials for the government and military; and Dept. of External Relations, Center for Strategic and International Studies (CSIS). Colin Powell Fellow for Policy Studies, City College of New York (CCNY). Born and raised in Sudan.

Al Messer

Expertise: Soviet/Russian intelligence services (KGB/GRU); defense industries economics and manufacturing; targeting analysis; HUMINT exploitation and validation.

Education: M.A., International Affairs, Johns Hopkins University SAIS, and M.A., Economics, UCLA.

Professional Experience: Formerly analyst on Soviet defense industries and economics in the Directorate of Intelligence, officer in the Directorate for Science and Technology, and operations officer in the Clandestine Service, Central Intelligence Agency.

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 Director of the Asia Program, Foreign Policy Research Institute (1990-97); consulted for the U.S. intelligence community and the Department of Defense; Bangkok, New Delhi, and Hong Kong bureau chief, Time magazine (1978-1990); and Beijing bureau chief, Toronto Globe and Mail (1975-

**Joshua Muravchik**

Distinguished Fellow, World Affairs Institute

Expertise: Political ideologies, U.S. foreign policy, democracy, the Middle East.

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

Professional Experience: Distinguished Fellow, World Affairs Institute. Former positions: Fellow, Johns Hopkins U. School of Advanced International Studies; Resident Scholar, American Enterprise Institute; Fellow in Residence, Washington Institute for Near East Policy; Executive Director, the Coalition for a Democratic Majority; member, State Department Advisory Committee on Democracy Promotion; and Commission on Broadcasting to the People’s Republic of China. Member of the editorial boards, *World Affairs*, *Journal of Democracy*, and *The Journal of International Security Affairs*; and member of the board Freedom House. Author of numerous articles and books, including *Making David into Goliath: How the World Turned Against Israel* (2014); *Trailblazers of the Arab Spring: 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*.

**Madeline Muravchik**

Adjunct Language Instructor (French)

Expertise: French language and culture

Education: BFA (with honors), Acting (minor in French), New York University; Certificat du Cours de la Langue de la Civilisation Française, La Sorbonne; MA, French, George Mason University.

Professional Experience: Currently, *Alliance Française de Washington*; Formerly graduate teaching assistant, George Mason University; Teacher of French theatre history and activity coordinator, Tisch School of the Arts, New York University; and Theater Teacher, French International School.

**John J. Quattrocki**

Vice President, CACI’s National Solutions Group
Expertise: U.S. national security strategy, policy, intelligence, and counterintelligence operations.

Education: B.S., Political Science, Northern Illinois University.

Professional Experience: Vice President at CACI's National Solutions Group. An expert on U.S. national security, Prof. Quattrocki is retired from the Senior Executive Service of the FBI and former Special Agent with 32 years of operational and senior policy experience. His work has focused on Russia; the countries of the (former) Warsaw Pact; East Asia; Islamic extremist groups; and domestic terrorist groups.

He has ten years of experience in national security policy development and implementation at the Senior Executive level on the National Security Council staff, where he served as a policy advisor to the National Security Advisor, Dr. Condoleezza Rice, and the NSC. In this role, he worked on counterintelligence policy, intelligence policy for the Global War on Terrorism, intelligence and security policy in homeland security matters, U.S. government policy in matters of classification and declassification, and U.S. intelligence community transformation and re-engineering.

Luis Rueda

Independent Contractor, Former Senior Intelligence Officer.

Expertise: Intelligence, counterintelligence, covert action.

Education: B.A., History/Political Science, Fordham University.

Professional Experience: Senior Intelligence Officer with 28 years of experience in the Central Intelligence Agency's Clandestine Service. He has served domestically and abroad with numerous assignments in Latin America and the Middle East and senior management positions in Washington. He has given operational briefs to senior administration officials, including the President of the United States, and is an expert in the fields of Counterterrorism, Counterintelligence and Counternarcotics. Currently an independent contractor, Mr. Rueda has worked on counterintelligence issues with Centra Technology, directed intelligence collection and covert action activities with the Directorate of Operations, and has served as Senior Visiting Professor for National Security Affairs, University of Miami.

John R. Sano

Former Deputy Director, National Clandestine Service, CIA
Expertise: Human Intelligence (HUMINT), national security policy, intelligence community developments, covert action.

Education: B.A., Political Science and M.A., Asian Studies, St. John’s University; Master’s of International Affairs, Columbia University.

Professional Experience: Formerly Deputy Director, National Clandestine Service, Central Intelligence Agency; Chief of the East Asia Division in the Directorate of Operations, CIA; Chief of Station in two foreign and one domestic locations CIA; Chief of North Korean operations in the early 1990s; and directed the CIA’s efforts during the Balkan conflict in the mid-1990s. Recipient of the Donovan Award (the NCS’ highest award), the Director’s Award, the Balkans Service Medallion, the Exceptional Intelligence Collector Award and the Distinguished Career Intelligence Medal by Directors Robert Gates, George Tenet, Porter Goss, and Michael Hayden. Awarded the Diplomatic Order of Merit in 2002 by the President of the Republic of Korea. Currently a senior adviser at The Chertoff Group and serves on the Board of Directors of Aegis Defense Services, LLC, a professorial lecturer on national security and intelligence issues at the Elliott School of International Affairs at The George Washington University, and serves on the National Board of Directors of the Association of Former Intelligence Officers (AFIO) as well as serving as the AFIO Vice-President.

Albert Santoli

President and Founder, Asia America Initiative

Expertise: Intercultural and interfaith communication; citizen diplomacy and conflict mediation in areas of armed conflict; community-based social and economic development; international relations and inter-agency strategic planning; unconventional and asymmetrical warfare; emergency relief in natural and man-made disasters; refugee and internally-displaced populations protection; civil–military relations; environment and water conservation.

Education: Naropa University (Boulder, CO)

Professional Experience: Formerly a foreign policy and national security advisor to ranking members of International Relations and Armed Services Committees, U.S. House of Representatives; Senior Fellow, Freedom House; consultant on refugee protection at the Lawyers Committee for Human Rights; and an Advisory Board member of the White House Commission on Remembrance. In 2013, he was awarded the Order of the Golden Heart (Orden ng Gintong Puso) from Philippine President Benigno Aquino for creating "peace zones" in the most dangerous Muslim area of Southeast Asia. During the Iraq War, he trained U.S. Marine officers in cultural awareness at the Marine Corps Command and Staff College at Quantico, Virginia. Lifetime member of Disabled American Veterans.
Author of *Everything We Had* (Random House, 1981), a New York Times Best Seller and for which he was nominated for a Pulitzer Prize and National Book Award, and other books of history. Achieved black belt in Korean tae kwon do and studied other Chinese and Japanese martial arts.

**Wayne A. Schroeder**

Senior Staff Member at Lockheed Martin for Corporate Engineering, Technology and Operations

Expertise: Defense and Strategic Studies; Defense Strategy, Planning and Budgeting; Defense Research and Development; Strategic Forces and Arms Control.

Education: B.A., Political Science, University of Oregon; M.A., Political Science, Portland State University; and Ph.D., International Relations, University of Southern California.


**Charles Snyder**

Consultant on Africa for various Dept. of Defense and private entities

Expertise: Africa, South of the Sahara; Military, Police and Counter-Narcotics Assistance Programs; all-source Intelligence Analysis

Education: B.A., Economics, Fordham University; MBA, International Finance, American University; and post-graduate work in international relations at Catholic and Howard Universities

Professional Experience: Formerly Senior Advisor to State Department's International Narcotics and Law Enforcement Bureau (INL); Deputy Assistant Secretary for Civilian Police and African, Asian, European and Middle East
Programs (2007-2011); Senior Representative on Sudan, Dept. of State (until January 2006); Acting Assistant Secretary of State for African Affairs; Principal Deputy and Deputy Assistant Secretary (2001-2003); Director of the Office of Regional Affairs in the Africa Bureau (1995-2001); National Intelligence Officer for Africa (1992-1995); Senior Political-Military Advisor to the Africa Bureau, U.S. Dept. of State; Lecturer on Africa for the Joint Forces Staff College and the JFK Special Warfare Center; and developed and initiated the International Police Peacekeeping Operations Support Program (IPPOS) as well as the International Police Education Training Program (IPET) in Lebanon and the West Bank. Currently a Fellow of the Inter-University Seminar on Armed Forces and Society, a Distinguished Visiting Lecturer of the Foreign Service Institute, and a life member of the Foreign Area Officers Association and the African Studies Association. Lieutenant Colonel, U.S. Army (retired).

**Henry D. Sokolski**

Executive Director, Nonproliferation Policy Education Center.

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


**Robert W. Stephan (On Leave)**

Central Intelligence Agency (NCS retired)

Expertise: Intelligence and counterintelligence history.

Douglas E. Streusand

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

Expertise: Islam and Islamic civilization, historical and contemporary; terrorism; world history; military history; geopolitics; Middle East, Central Asia, South Asia


Professors Emeriti and In Memoriam

Kenneth deGraffenreid

Professor Emeritus

Expertise: Intelligence, counterintelligence, history of intelligence


Professional Experience: Pioneer in the development of graduate education in intelligence studies; Deputy National Counterintelligence Executive (2004-05); Deputy Under Secretary of Defense for Policy Support, Department of Defense (2001- 04); Senior Director of Intelligence Programs, National Security Council (1981-87); Professional Staff, Senate Select Committee on Intelligence (1977-81) and Captain, U.S. Navy Reserve.
Walter Jajko (In Memoriam)

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


Professional Experience: Brigadier General, USAF, Ret.; Former Defense Advanced Research Projects Agency Fellow; Assistant to the Deputy Chief of Staff, Programs and Resources, HQ USAF; Program Manager, Presidential Program; 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.

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.


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.

Thomas P. Melady (In Memoriam)

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

Professional Experience: Consultant to the U.S. government. Interim Dean, School of Diplomacy and International Affairs, Seton Hall University (Jan-July 2013); Formerly U.S. ambassador to Burundi (1969-72), Uganda (1972-74), and The Holy See (1989-93); 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*.

Eugene Poteat

Professor Emeritus; 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).

Charles Roger Smith

Professor Emeritus

Expertise: Military history, political warfare and statesmanship, political theory and American political thought.


Professional Experience: Dean of Academic Affairs, Institute of World Politics, 2010-2012; Faculty Advisor, IWP-Oxford Study Abroad Program, 2012; Professor of History and Politics Emeritus, Marymount University; Faculty Ethics Fellow, Marymount University, 2005-06. Member, American Political Science Association; Claremont Institute; Intercollegiate Studies Institute; the History Society; and the Naval Institute. Formerly military historian and national security analyst at an historical evaluation and research organization (HERO). 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, for outstanding
teaching and service in the Honors Program. Four-time final nominee for Robert A. Draghi Outstanding Faculty Award at Marymount University. Contributor to Early Peoples of Britain and Ireland, An Encyclopedia. Author of “Cold War,” Brassey’s Encyclopedia of Military History and Biography.

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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.