

02/04/15

POS 484 Fall 2015
McCain Institute Policy Design Studio
Diplomacy in Action - The Embassy Country Team

Course Description:

Led by a former U.S. Ambassador, students constitute an U.S. Embassy Country Team for a specific country and manage a reality-based diplomatic agenda. Students will be assigned the actual roles of Embassy team members, and together with their "Ambassador," practice how U.S. foreign policy is developed and executed in the field. This unique course is part of the *McCain Institute Washington Policy Design Studio Experience*, consisting of enhanced class sessions and a Washington internship. Students attend the Policy Design Studio class each Wednesday morning (with a few noted exceptions,) followed by afternoon Institute activities. Participants work standard workdays in their internships Monday, Tuesday, Thursday, and Friday. Unless otherwise noted, attendance at all weekly PDS morning and afternoon sessions is mandatory.

Policy Design Studio/Institute Activity Schedule:

Class: August 26 – December 2, 2015
Wednesdays 9:00 a.m. – 11:50 a.m.
Wednesday Afternoons - Institute Activity

Building/Room: McCain Institute Decision Theater
1777 F Street NW, Washington DC 20006

Office Hours: Wednesdays – 12:00 p.m. – 1:30 p.m. EST & by appointment

Course Requirements

Your grade in this class is a function of the following criteria: (1) Attendance and participation, (2) creativity, (3) research performance, (4) team work.

Grading Criteria:

The point distribution is as follows:

Written and Oral Communications (12x25)	300 points
Subject Knowledge/Research (12x10)	120 points
Team Work/Initiative/Participation (15x6)	90 points
Internship Performance (1x40)	40 points
Final Presentation (1x50)	50 points

A= 550-600

B= 490-549

C= 430-489

D= 370-429

E= 369 or lower

NOTE: McCain Institute Policy Design Courses are unique in that most are taught by career practitioners in the foreign policy and national security fields. The faculty for this course will be former U.S. Ambassador Edward O'Donnell and Institute Senior Director former Ambassador Michael C. Polt. Students will be challenged in their creativity and ability to assume the roles and functions of a U.S. Embassy staff operating in an actual current foreign policy setting. Students will experience and learn the details of a U.S. foreign policy agenda, the relationship between the United States and another country, and the diplomatic implementation of U.S. policy. Student performance will be assessed on individual and group performance.

Policies and Procedures

Attendance is required and students are expected to arrive on time. Though there are no excused absences in this class, we recognize that you may need to miss a class for various reasons (i.e., serious/contagious illness, death in the immediate family, religious holidays, etc.). So, you may miss one (1) class session without penalty. After that, your attendance and participation grade will be lowered by ten percent for each absence beyond one class.

Weekly Assignments: Individual Written Assignments will be due each week for 13 weeks and assessed together with oral communication during class. Creativity and team interaction, along with personal initiative, will be assessed each week, as will be attendance and participation. Written assignment length will be set each week. Assignments should be properly labeled and posted on Blackboard no later than midnight (EST) each Sunday. *The first assignment is due by midnight, Sunday, August 23. The last assignment is due November 26. Assignments will take the form of Embassy reporting cables; action, briefing, and decision memoranda; action plans; event scenarios; and an action plan visualization.* The written and oral products, form and substance will be discussed during the class periods each week.

The Class Action Plan

In the Fall of 2015, we will assemble each week as the Virtual U.S. Embassy Country Team in the Democratic Republic of the Congo and discuss our respective responsibilities and actions as a U.S. diplomatic platform. Students will learn all the functions of an embassy and its interaction with the Washington foreign policy community. We will plan and execute diplomatic initiatives to achieve U.S. policy goals, prepare public diplomacy outreach, analyze host country political, economic and social developments, advance international trade and commercial issues, coordinate law enforcement, anti-terrorism, and military collaboration, and manage embassy security and administrative matters.

Missed or late work

As a general rule, if you do not submit an assignment by the due date you will receive a zero for a grade on that assignment. All due dates are shown clearly on the schedule. In the rare case when we approve a late assignment, you will have 10% deducted from your grade for each day it is late (including weekends).

Readings and participation

All readings should be done prior to the assigned class period. Students are expected to participate fully and constructively in class discussions and activities.

Student Conduct

We want a classroom climate that is comfortable for all. In a discussion class it is especially important that we (1) display full respect for all members of the classroom, (2) pay attention to and participate in all class sessions and activities; (3) refrain from all disruptions during class time. Lack of respect in the classroom will affect your final grade or result in disciplinary action.

Students are required to adhere to the behavior standards listed in the Arizona Board of Regents Policy Manual Chapter V- Campus and Student Affairs Code of Conduct ([http://azregents.asu.edu/rrc/Policy Manual/5 -308-Student Code of Conduct.pdf](http://azregents.asu.edu/rrc/Policy%20Manual/5-308-Student%20Code%20of%20Conduct.pdf)), and the ACD 125: Computer, Internet, and Electronics Communications (<http://asu.edu/aad/manuals/acd/acd125.html>).

Students are entitled to receive instruction free interference by other members of the class. An instructor may withdraw a student from a course when the student's behavior disrupts the educational process under USI 201-10 (<http://www.asu.edu/aad/manuals/policyarchives/USI/Mar2009/usi201-10.html>).

An instructor may withdraw a student from a course with a mark of "W" or "E" when the student's behavior disrupts the educational process. Disruptive classroom behavior for this purpose is defined by the instructor. In cases where disruptive behavior does not warrant removal from the class, at the instructors discretion a student's finals grade will be lowered by 25% instead.

No photos or video/audio recordings may be taken/made during class or exams without the explicit written permission of the instructor. Students who take/make and/or post/distribute such material will have 10% deducted from their final grade each time they engage in these sorts of behaviors.

Email & computer work

We will use electronic mail and the Blackboard system (my.asu.edu or myasucourses.asu.edu) for class updates. Please check your email and Black Board account regularly (at least 3-4 times per week) so you can keep up to date. Please note that if you want to use an alternate email, you must redirect your ASU email address. Also, you must regularly clean out your email account so that you are able to receive course announcements.

Academic dishonesty

Academic honesty is expected of all students in all examinations, papers, laboratory work, academic transactions and records. The possible sanctions include, but are not limited to, appropriate grade penalties, course failure (indicated on the transcript as a

grade of E), course failure due to academic dishonesty (indicated on the transcript as a grade of XE), loss of registration privileges, disqualification and dismissal. For more information, see <http://provost.asu.edu/academicintegrity>.

In the Student Academic Integrity Policy, ASU defines plagiarism as “using another’s words, ideas, materials or work without properly acknowledging and documenting the source. Students are responsible for knowing the rules governing the use of another’s work or materials and for acknowledging and documenting the source appropriately.” You can find this definition, along with other important information and University policies regarding academic integrity, at: <http://students.asu.edu/files/StudentCodeofConduct.pdf>.

Accommodation for disabilities

Students with disabilities that have been certified by the ASU Disability Resource Center will be appropriately accommodated, should inform the instructor as soon as possible of their needs, and provide documentation no later than the second week of class. The Disability Resource Center is located at: Matthews Center, P.O. Box 873202, Arizona State University, Tempe, AZ 85287. Phone (480)965-1234, TDD (480)965-9000, Web Page <http://www.asu.edu/studentaffairs/ed/drc/>.

DISCLAIMER

This information provided in this syllabus (including the course requirements and tentative class schedule) constitutes a list of basic class policies. I reserve the right to modify this information when deemed necessary for any reason. You will be notified in class and/or via email/Blackboard if/when any changes occur.

COURSE SCHEDULE (subject to change)

	Class Topic	Readings/Assignments	Institute Activity
Week 1 August 22 (Friday on exceptional basis)	Orientation and Introduction to the Policy Design Studio and Internship, Honor Student Requirements	Dorman - <i>Inside a U.S. Embassy Intro; PART 1 and Appendix</i> Strunk&White - <i>The Elements of Style</i> No papers due	Predictive Index McCain Institute Welcome Lunch: Conference Room Ambassadors O'Donnell and Polt
Week 2 August 26	The President's Letter Establishment of Virtual Embassy DRC, Assignment of Positions, the U.S. Foreign Policy Environment	Stearns – <i>Dancing in the Glory of Monsters 1-10</i> Papers Due	Review Predictive Index TMI Staff Intros -Senior Directors
Week 3 September 2	Decision Theater Introduction and Visualization Discussion and training with Rahul Salla and Matt Weidemann	Bronk – <i>How Data Visualization Can Change Diplomacy</i> Stearns – <i>Dancing in the Glory of Monsters 11-20</i> <i>Decision Theater User Manual 1.1</i> Papers Due	Rahul Salla & Matt Weideman –Decision Theater
Week 4 September 9	Diplomatic Protocol Setting the Mission Agenda - “Why are we here?” The Rolling Policy Agenda	Dorman - <i>Inside a U.S. Embassy PART III and IV</i> Papers Due	State Department: 1. Ops Center 2. AF-DRC 3. Diplomatic Reception Rooms
Week 5 September 16	Diplomatic ToolKit (Action, Briefing, Decision Memos; Event Scenarios, Scenesetters, Demarches, Reporting Cables, Sitreps, emails)	Kopp/Gillespie - <i>Career Diplomacy Part I&II</i> Papers Due	Research Afternoon - required

<p>Week 6 September 23</p> <p><i>Next Class October 7!</i></p>	<p>Morning Press Brief The Daily Message Country Team Meeting RPA Action Reports</p>	<p>Kopp/Gillespie - <i>Career Diplomacy Part III&IV</i></p> <p>Papers Due</p>	<p>DRC Ambassador to the US (T)</p> <p>Ambassador Mitifu</p>
<p>Week 7 October 7</p>	<p>Morning Press Brief The Daily Message Country Team Meeting RPA Action Reports</p>	<p>Kiehl – <i>The Last Three Feet</i></p> <p>Papers Due</p>	<p>Mvemba Dizolele</p>
<p>Week 8 October 14</p>	<p>Morning Press Brief The Daily Message Country Team Meeting RPA Action Reports</p>	<p>Kopp – <i>Commercial Diplomacy and the National Interest</i></p> <p>Papers Due</p>	<p>General Freakley – Leadership Talk</p>
<p>Week 9 October 20</p>	<p>Gettysburg Prep</p>	<p>Reading: The Gettysburg Campaign</p>	<p>4-6 pm</p>
<p>Week 9 October 21</p>		<p>Gettysburg Trip</p>	<p>Gettysburg (T)</p>
<p>Week 10 October 28</p>	<p>Morning Press Brief The Daily Message Country Team Meeting RPA Action Reports</p>		<p>Research Afternoon -Required</p>
<p>Week 11 November 4</p>	<p>Morning Press Brief The Daily Message Country Team Meeting RPA Action Reports</p>	<p>Powell – <i>It Worked For Me Chapter 1, 7, 16</i></p> <p>Papers Due</p>	<p>Mrs. McCain</p>

Week 12 November 11	Morning Press Brief The Daily Message Country Team Meeting RPA Action Reports	Papers Due	
Week 13 November 18	Final Visualization Trial Run	Papers Due	Special Envoy Russ Feingold
Week 14 <i>No class</i>	No formal class session. All-day prep time for Final RPA Country Report and Visualization	No Papers Due	Planning
Week 15 December 2	Final RPA Country Team Report & Visualization Presentation	Final RPA Decision Theater Visualization Due	Evaluation Lunch

Course Reading Materials

2. Books

Inside a U.S. Embassy - Diplomacy at Work, Third Edition, by Shawn Dorman, American Foreign Service Association, 2011.

<http://www.amazon.com/Inside-U-S-Embassy-Diplomacy-Essential/dp/0964948842>

Career Diplomacy – Life and Work in the U.S. Foreign Service, by Harry W. Kopp and Charles A. Gillespie, Second Edition, Georgetown University Press, 2011.

<http://www.amazon.com/Career-Diplomacy-Life-Foreign-Service/dp/1589012194>

Commercial Diplomacy and the National Interest, by Harry W. Kopp, American Academy of Diplomacy/Business Council for International Understanding, 2004.

<http://www.amazon.com/Commercial-Diplomacy-National-Interest-Harry/dp/0967910811>

The Last Three Feet – Case studies in Public Diplomacy, by William P. Kiehl, The Public Diplomacy Council Series, 2012.

<http://www.amazon.com/The-Last-Three-Feet-Diplomacy/dp/1478112956>

The National Security Enterprise – Navigating the Labyrinth, by Roger Z. George and Harvey Rishikof, Georgetown University Press, 2011.

<http://www.amazon.com/National-Security-Enterprise-Navigating-Labyrinth/dp/158901698X>

It Worked for Me – In Life and Leadership, by Colin Powell, HarperCollins Publisher, 2012.

<http://www.amazon.com/Worked-Me-Life-Leadership/dp/0062135120>

The Elements of Style, by William Strunk, Jr. and E.B. White, Pearson Education , Inc, 2000.

<http://www.amazon.com/The-Elements-Style-Fourth-Edition/dp/020530902X>

Dancing in the Glory of Monsters: The Collapse of the Congo and the Great War of Africa, by Jason Stearns

http://www.amazon.com/gp/product/1610391071/ref=oh_aui_detailpage_o00_s01?ie=UTF8&psc=1

Optional Additional Reading Material

Africa's World War: Congo, the Rwandan Genocide, and the Making of a Continental Catastrophe, by Gerard Prunier

http://www.amazon.com/gp/product/0199754209/ref=oh_aui_detailpage_o00_s00?ie=UTF8&psc=1

King Leopold's Ghost: A Story of Greed, Terror, and Heroism in Colonial Africa, By Adam Hochschild

http://www.amazon.com/gp/product/0618001905/ref=oh_aui_detailpage_o00_s01?ie=UTF8&psc=1

2. Articles, Reports

- Department of State, DRC Country Fact Sheet
<http://www.state.gov/r/pa/ei/bgn/2823.htm>
- CIA, The World Factbook - DRC
<https://www.cia.gov/library/publications/the-world-factbook/geos/cg.html>
- A Country Study: DRC
<http://lcweb2.loc.gov/frd/cs/zrtoc.html>
- Embassy Kinshasa Inspection Report
<http://oig.state.gov/system/files/127393.pdf>
- The Quadrennial Diplomacy and Development Review (QDDR) Executive Summary (have to copy and paste link into internet browser)

<http://www.state.gov/documents/organization/153139.pdf>

- Blackwill, Robert D., *Ideal Qualities of a Successful Diplomat*, Harvard University Belfer Center for Science and International Affairs
http://belfercenter.ksg.harvard.edu/publication/23506/ideal_qualities_of_a_successful_diplomat.html

3. Data Visualization

- Bronk, Chris, *How Data Visualization Can Change Diplomacy*, Foreign Service Journal, March 2012, pp. 11-15.
<http://www.afsa.org/FSJ/0312/index.html#/13/zoomed>
- McCain Institute Decision Theater User Manual 1.1
(Download from Blackboard)

4. Additional Reading Materials

- McCain Institute Website- www.mccaininstitute.org
- Decision Theater Website- <http://dt.asu.edu>