
THE GEORGE WASHINGTON UNIVERSITY

THE ELLIOTT SCHOOL
OF INTERNATIONAL AFFAIRS

**IAFF 219.11 THE CONDUCT OF AMERICAN FOREIGN POLICY ABROAD:
AUTHORITIES, RESPONSIBILITIES, ROLES AND PRESENCE
OF MULTIPLE U.S. GOVERNMENT AGENCIES ABROAD**

SPRING 2010 CAPSTONE

Professor: Ambassador Edward “Skip” Gnehm
Email: ambgnehm@gwu.edu
Phone: 202/994-0155
Office Hours: Tuesdays, 3:00 – 5:00 p.m., and by appointment (ambgnehm@gwu.edu) /
1957 E Street, Ste. 512-K

Course Meets:

January 12 – February 23
Tuesdays, 5:10 - 7:00 p.m.
Location: 1957 E Street, Room B16

CAPSTONE STATEMENT OF PURPOSE:

During their last semester, students in the IA MA program will apply the professional writing, research, analysis and leadership skills acquired during their IA curriculum in a 1-credit Capstone course that focuses on a contemporary policy issue. The Capstone instructor will determine both the course topic and its specific format. Students will be evaluated on a pass/fail basis depending on their individual contributions, team participation and overall quality of the work. The major learning goals of the Capstone course focus on these objectives: To conduct or simulate projects undertaken by professionals in relevant major fields of International Relations and to improve students’ ability to (a) prepare clear and persuasive policy memos; (b) deliver informative and convincing oral briefings for relevant decision-makers; (c) deploy a variety of methods to tackle a “real world” challenge facing professionals in the field; and (d) work as part of a team as well as independently, with effective time management. The overall aim of the IA 1-credit Capstone is to deliver a professional product that would be potentially useable in the workplace.

COURSE DESCRIPTION:

In recent decades the conduct of American foreign policy abroad has become more complicated and multifaceted with the proliferation of U.S. Government agencies abroad. The expansion of overseas presence comes both as a consequence of global interest in an expanding array of critical transnational issues (terrorism, security, the environment, international crime, human rights, for example) and as a result of legislation that granted new authority and responsibilities to agencies to operate globally. The expansion of interests and legal authorities challenges the traditional conduct of U.S. diplomacy abroad—historically led by the U.S. ambassador (and the Department of State). This Capstone course will provide students the opportunity to examine challenges to the conduct of U.S. foreign policy by the proliferation of U.S. Government agencies abroad with their new authorities. Specifically, the focus will be on the interface between the Ambassador and the representatives of other (non-State) US executive branch agencies, such as the CIA, the military, law enforcement agencies, and in the economic arena: Treasury, USTR, Commerce, and USAID.

Objective:

An analytical report from the Inspector General of the Department of State to the new Secretary of State outlining the relationship between Ambassadors and the representatives of other (non-State) USG executive branch agencies in U.S. embassies abroad, specifically addressing the impact of this relationship on the conduct of American foreign policy.

Activity:

Students, acting as inspectors for the Department of State, will interview former ambassadors to ascertain their experiences in working with the representatives of other (non-State) executive branch agencies assigned to their missions. The class will then collate their findings into a report to be issued by the Inspector General describing the ability of the Ambassador to manage effectively these representatives of other (non-State) executive branch agencies.

Course Structure:

The class will be divided into groups to conduct interviews with former ambassadors. Each member of the group will be responsible for drafting a memorandum of conversation for use by the class in drafting the final report. Midway through the class each participant will be assigned to draft a chapter of the inspection report on a specific agency drawing on all 16 interviews.

GOALS OF THE COURSE

By the completion of the course students will:

- Understand the challenges to the conduct of U.S. foreign policy by the proliferation of U.S. Government agencies abroad with their new authorities
- Engage in team work to analyze situations, problem solve, and achieve solutions
- Understand the management structure of U.S. embassies

GRADE COMPUTATION

The course will be graded as pass/fail

NOTES ON GRADES

Awarding a pass to students will be based on their attendance, participation, and the quality of their section of the final report.

COURSE READINGS

Robert V. Keeley, ed., *First Line of Defense: Ambassadors, Embassies, and American Interests Abroad* (Washington, DC: The American Academy of Diplomacy, 2000).

The following readings are available on Blackboard:

“Improving the Interagency Process to Face 21st Century Challenges,” Henry L. Stimson Center Workshop Report (May 2005).

U.S. Department of State, “Department Organization.” Available at:
<http://www.state.gov/r/pa/ei/rls/dos/436.htm>.

U.S. Department of State, “Foreign Affairs Manual: 1 FAM Organization and Functions.”

U.S. Department of State, “Foreign Affairs Manual: 2 FAM Post Management.”

U.S. Department of State, “Foreign Affairs Manual; 12 FAM 450: Security Support Agreements.”

COURSE READINGS BY SUBJECT AREA:

(All readings posted on Blackboard)

Military

“Defense is from Mars, State is from Venus: Improving Communications and Promoting National Security,” *National Defense University: Interagency Transformation, Education and After Action Review*. Available at <http://www.ndu.edu/itea/index.cfm?state=resource.2>.

Law Enforcement

U.S. Congress, “A Bill to Establish a Department of Homeland Security,” *Homeland Security Act of 2002*, including “Analysis of the Homeland Security Act of 2002.”

U.S. Department of Justice, “Federal Bureau of Investigation Legal Attaché Program,” March 2004.

U.S. Department of Homeland Security, “Office of International Affairs: Foreign Operations, Attaché Offices.” Available at <http://www.ice.gov/graphics/internationalaffairs/ForeignOps.htm>.

Economics

U.S. Department of State and U.S. Agency of International Development, “Strategic Plan: Fiscal Years 2004-2009.”

U.S. Department of Treasury, “Program Performance Report,” FY 2000.

E. Anthony Wayne, “U.S. Interagency Efforts to Combat Terrorist Financing,” *U.S. Department of State*, Washington, DC, 25 September 2003.

COURSE SCHEDULE

Tuesday, January 12	First Day of Class
Tuesday, January 19	Second Session
Tuesday, January 26	Third Session
Tuesday, February 2	No Class – All memos from interviews are due to the section drafter.
Tuesday, February 9	Fourth Session
Tuesday, February 16	No Class
Tuesday, February 23	Final Session – Chapter Sections of Inspection Report

WEEKLY COURSE SCHEDULE

Tuesday, January 12

Discussion of Ambassadorial Authorities, Structure of the State Department and U.S. Embassies. Discuss list of agencies to be included in final report. Divide class into working groups for interviews with former ambassadors (Names to be provided).

Tuesday, January 19

Discussion of new Authorities of Other Agencies, Conflicts and Resolutions, and Bureaucratic Politics. Finalize list of agencies to be included in the inspection report. Guest appearance by The Honorable Longhorne A. Motley, former Ambassador to Brazil and Assistant Secretary of

State for Latin American Affairs. Our discussion with Ambassador Motley will focus on what should be asked in interviews.

Interval: Each group will conduct two of their four interviews.

Tuesday, January 26

Discussion of first round of interviews. Assignment of responsibility for drafting chapters of the inspection report section on various USG agencies.

Interval: Each group will conduct two additional interviews.

Tuesday, February 2

No Class, but all memos from interviews are due to the section drafters.

Tuesday, February 9

Review of second round interviews. Section drafters make oral presentations on their initial drafts for class discussion and critique. Class must determine if there are sections that need additional information requiring further interviews on specific agencies.

Tuesday, February 16

No Class

Tuesday, February 23

Presentation of final written text of chapters as edited from previous sessions critique

UNIVERSITY RESOURCES AND COURSE POLICIES

Attendance

Regular attendance is expected. In the event of an absence because of illness, a note signed by a medical doctor documenting the illness must be obtained and given to the professor in order to receive an excused absence. In the event of an absence because of a religious holiday, please refer to the below section regarding religious holiday policies. Advanced notification of an absence to the professor is strongly encouraged and recommended.

Late Work

Late work is unacceptable and not permitted without prior, case-specific, written notification via email from the professor. Late work will be accepted without penalty in the case of a medical reason, provided a signed note from a medical doctor documenting the illness is obtained and given to the professor. Late work resulting from religious holidays will only be permitted without penalty given the student's notification of the professor during the first week of class regarding the conflict and a sufficient alternative is agreed upon during the first week of class (see religious holidays policy below).

Work is defined as late if it is not submitted in hard copy by the end of the scheduled class period in which it is due. If the work is authorized for submission by email, it will be considered late if it is submitted after the time and day designated as the due time and date by the professor at the time of the assignment.

Penalties for unexcused late work are as follows:

- **1 day late** (24 hours or less after the assigned due date and time): Automatic full letter deduction from assignment grade.
- Each additional day late, as defined above, results in a further full letter deduction from assignment grade.

Academic Integrity

Academic dishonesty is strictly prohibited. Enforcement of the Academic Integrity Code will be done to the fullest extent possible.

Academic dishonesty is defined as cheating of any kind, including misrepresenting one's own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information.

For the entirety of the Academic Integrity Code visit: <http://www.gwu.edu/~ntegrity/code.html>
University Policy on Religious Holidays

Students must notify the instructor during the first week of the semester of their intention to be absent from class on their day(s) of religious observance. These students will be given the courtesy of absence without penalty on such occasions, including permission to make up examinations.

Support for Students Outside the Classroom

Disability Support Services (DSS)

Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at 202-994-8250 in the Marvin Center, Suite 242, to establish eligibility and to coordinate reasonable accommodations. For additional information please refer to: <http://gwired.gwu.edu/dss/>

University Counseling Center 202-994-5300

The University Counseling Center (UCC) offers 24/7 assistance and referral to address students' personal, social, career, and study skills problems. Services for students include:

- crisis and emergency mental health consultations
- confidential assessment, counseling services (individual and small group), and referrals

<http://gwired.gwu.edu/counsel/CounselingServices/AcademicSupportServices>

SECURITY

In the case of an emergency, if at all possible, the class should shelter in place. If the building that the class is in is affected, follow the evacuation procedures for the building. After evacuation, seek shelter at a predetermined rendezvous location.