

**IAFF 6503.18**  
**THE ROLE OF AN EMBASSY IN THE CONDUCT OF FOREIGN POLICY**  
**FALL 2010**

**Professor:** Ambassador Edward “Skip” Gnehm  
**Email:** ambgnehm@gwu.edu  
**Phone:** 202/994-0155  
**Office Hours:** Monday & Tuesday—3:00 to 5:00 PM (and by appointment) / 1957 E Street,  
Room 512K

**Course Meets:**  
Tuesdays, 5:10 - 7:00 p.m.  
1957 “E” Street, N.W., Conference Room, Suite 512  
October 19 – November 23, 2010

**COURSE DESCRIPTION**

The conduct of United States Foreign Policy abroad is through the U.S. Embassy headed, in most circumstances, by an ambassador. The U.S. Embassy or Mission is the U.S. Government’s “business office” in a given country or international organization. There are, therefore, officials posted abroad in embassies that represent a variety of U.S. Government departments and agencies. These officials collectively implement the policies and manage the programs of the U.S. Government. They interface with host government officials, as well as a broad range of organizations and individuals in the private sector.

This course is designed to familiarize students with the structure of the embassy, its authorities both formal and informal, and its activities in support of U.S. interests. Ambassadors manage their embassies through a Country Team, a team that includes the heads of sections and the heads of other U.S. Government agencies represented in the embassy. The Country Team serves as the corporate management of the mission. During the course, each student will assume the role of one member of the country team. The professor will act as ambassador. In this role-playing model students will deal with hypothetical issues (based on real events) thereby developing an appreciation and understanding of how an embassy operates.

Students will be asked to make oral presentations during the country team “meetings,” as well as draft brief action or informational memoranda, as requested. A course project will entail the country team (working in several task forces) addressing several crises. Each task force will present, in written and oral presentations to the full country team, on a crisis being faced by the mission. The clusters will then present their action plan to respond to the crisis (again written and oral) to the full country team on November 23. A final report is also due on November 23<sup>rd</sup> (see below).

## **COURSE REQUIREMENTS**

### **Class Participation**

Students are expected to complete reading assignments on time and to participate in class discussions, which will be conducted through discussion and role playing. Given that this class has only five sessions and you are playing a role in the class, it is important that you attend all sessions.

### **Current Events**

Students will be asked to follow closely developments in the country serving as a basis for the role playing.

### **Course Project**

A course project will entail the country team (working in several task forces) addressing several crises. On November 9, each task force will present an oral presentation to the full country team of how they view the crisis from the perspective of their task force. The clusters will then present their final action plan to respond to the crisis (both written and oral) to the full country team on November 23.

### **Final Paper**

Students shall write a four page paper describing the role and responsibilities of their position on the country team. Paper will be due no later than class on November 24.

## **COURSE GRADING**

Class participation	50%
Course Project	25%
Final Paper	25%

## **COURSE SCHEDULE**

<b>Tues, October 19</b>	First Day of Class
<b>Tues, October 26</b>	No Class
<b>Tues, November 2</b>	First Country Team Meeting
<b>Tues, November 9</b>	Second Country Team Meeting
<b>Tues, November 16</b>	Third Country Team Meeting: Crisis Presentation
<b>Tues, November 23</b>	Fourth Country Team Meeting: Action Plan Presentation

## **COURSE READINGS**

Keely, Robert V., Editor, *First Line of Defense: Ambassadors, Embassies and American Interests Abroad* (Washington, D.C.: The American Academy of Diplomacy, 2000)

Shawn Dorman, *Inside A U.S. Embassy: How the Foreign Service Works for America* (Washington, DC: American Foreign Service Association, 2003).

*Additional readings that provide background on the country being used as the setting for the class role playing will be posted to blackboard.*

## **WEEKLY COURSE SCHEDULE**

**Session 1      Tuesday, October 19**  
***The U.S. Embassy: General Description***  
---Ambassadorial Authorities  
---The Country Team Concept

### **Readings:**

*First Line of Defense* (See above)

Presidential Letter of Instruction to Chiefs of Mission (posted on Blackboard)

**Tuesday, October 26 – (no class)**

**Session 2      Tuesday, November 2**  
***The Department of State: Organization & Structure***  
***First Country Team Meeting***  
---Presentation of Crisis  
---Formation of Task Forces

*U.S.-Kuwaiti Relations (U.S. Perspective)*

Guest: Julie Sawyer, Kuwait Desk Officer, Department of State

### **Readings:**

Kuwait Background Note

**Session 3      Tuesday, November 9**  
***The Washington Interagency Setting***  
***Second Country Team Meeting: First Briefings and Reports***  
***U.S.-Kuwaiti Relations (Kuwaiti Perspective)***

Guest: Jasem al-Budaiwi, Counsellor, Embassy of the State of Kuwait, Washington, D.C.

**Readings:**

Edward Gnehm, *The Interagency Process Abroad: The Ambassador is the Key* (Washington, D.C.: The Stimson Center 2005)

**Session 4 Tuesday, November 16**  
***Third Country Team Meeting: Task Force Briefings (Oral) on Impending Crisis***

**Session 5 Tuesday, November 23**  
***Fourth Country Team Meeting: Task Force Briefings on Action Plan to Deal with Crisis (Written Reports)***