

Carnegie Mellon University

Institute for Politics and Strategy

Spring 2021

CMU/WSP Courses

84-335 A3: Intelligence and Policy

Professor Derek Harvey/ Thursday 5:30-8:20PM / 6 units

This course examines the critical role of intelligence in policy formulation, executive branch decision-making, and execution of policy in shaping national policy. The course provides a brief introduction to the Intelligence Community (IC) while exploring the role of intelligence organizations, processes, collection, analysis, production and dissemination in developing geo-political assessments informing policy formulation. We will also examine why it is important for policymakers to have a good understanding of stated and unstated assumptions influencing analytical judgements, risks and opportunities, and potential individual and bureaucratic biases. The course will focus on a few decisions from President George H.W. Bush to President Obama, with primary focus on lessons learned through quick reviews of the two wars with Iraq, the low-level Middle East conflict between the wars, and the campaign against Al Qaeda and ISIS. Students will be introduced to contemporary news articles from the period under investigation, original documents, declassified memos, decision papers, briefings, and interviews with key military and civilian planners and decision makers. With the passage of time and the consequences of decisions known, judging the role of intelligence in historical events requires an exploration of the decisions and also the what ifs. Along with being introduced to basic intelligence analytical issues related to policy support, students will learn how factors of leadership, personalities, organizational dynamics, institutional cultures, interagency dynamics, and parochialisms within agencies influence how intelligence is used.

84-336 A: Implementing Public Policy: From Good Idea to Reality

Professor Fred Crawford/ Monday 5:30-8:20PM / 12 units

Good public policy doesn't just "happen." Rather, successful policy is the result of thorough research, careful drafting, and successful navigation within the government or non-government organization whose leadership may ultimately promulgate it. The course begins with a brief review of government and organizational behavior in a bureaucracy, and the identification of a federal agency's current policy system as a framework to which we will turn throughout the term. Study then turns to an overview of legal research skills. Though usually the province of law students and attorneys, such skills will enable students to know when policy may be crafted "from scratch" -- or where, when, and how policy must conform to larger governing legal or regulatory structures. Students will then consider a particular sub-specie of public policy, administrative law, which addresses the special circumstance of regulatory agencies and the statutory regimes that create and govern them. The course culminates with students developing and "staffing" a notional policy, modeled on the federal agency policy system studied throughout the term. This course may benefit a range of audiences: students considering government and related policy careers; future business leaders who must set standards for business practices, employee behavior, or operations within the confines of governmental regulations; prospective paralegals and attorneys; or anyone interested in exploring "what the rules are" and why.

84-348 A4: Advocacy, Policy, and Practice

Professor Beverly Wheeler/ Tuesday 5:30-8:20PM / 6 units

This course examines the role that advocacy and advocacy organizations play at all stages of the policymaking and implementation process, from grassroots to professional advocacy organizations, public facing communications initiatives to internal policy-focused actions. Part of the course will focus on the history of advocacy in policy making, and case studies will be used to explore the players, outcomes, and influences of advocates when designing and implementing policy.

84-360 A: CMU/WSP Internship Seminar

Professor Dale Crowell/ Wednesday 5:30-8:20PM / 12 units

The internship is the experiential "core" of the Washington Semester Program. Students intern three days per week, for approximately 24-25 hours, in offices from Capitol Hill to the White House and including opportunities in cabinet agencies, nonprofit institutions, museums, advocacy groups, policy think tanks, cultural institutions, and news organizations. Through the internship, students gain professional experience and make long-lasting professional and personal contacts. In addition,

students meet once a week with the CMU internship faculty for a 2-hour seminar to report and reflect on their internship experiences, and address pressing current issues from the perspective of their internship organization. In addition, the weekly seminar typically includes 1-2 CMU alumni from the Washington, DC, area. Their personal and professional experiences become part of the seminar conversation, and they make themselves available to students as ongoing sources of information and advice.

84-450 A3: Policy Forum

Professor Tom Karako/ Friday 4:30-6:30PM/ 6 units

84-450 A4: Policy Forum

Professor Matthew Lane/ Thursday 5:30-7:30PM/ 6 units

The Policy Forum course takes a critical look at decision making in domestic politics and US foreign policy. It does so through weekly roundtable discussions with a diverse set of thought leaders. Based on intellectually significant essays that students are expected to read in advance of each class, these discussions give students an opportunity to ask probing questions about the three branches of the US government, media, embassies, advocacy groups, international organizations, and nongovernmental organizations. This course seeks to help students understand the responsibilities and activities that leaders and decision makers carry out on behalf of their organizations. Students are instructed in how to confidently and respectfully ask critical questions of those shaping policy. The term "roundtabling" is used to describe submitting an issue for critical discussion among relevant stakeholders. Knowing how to direct a roundtable is a significant element in the professional development of anyone interested in taking part in the policy arena, and this course helps students hone this important skill. In requiring students to read important essays related to each class session and then step back from discussions with leaders to write analytical essays, this course teaches students how to develop strong arguments based on solid logic and credible evidence, an essential component in making democracy work.