

INTL 4415: Practicum – Methods and Issues in Security Studies
CITS Richard B. Russell Security Leadership Program
University of Georgia – Fall 2022
Holmes-Hunter 4th Floor, MWF 3-3:50pm

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Course Overview:

Welcome to the Center for International Trade and Security's (CITS) Richard B. Russell Security Leadership Program (SLP). As a member of the SLP you are joining a program with a rich tradition in training future leaders in national and international security. Throughout the year you will have the opportunity to develop your writing, public speaking, and strategic analysis skills, and conduct independent research.

Beyond the skills training, a significant focus of the SLP is the community you will build with the 15 members of your cohort. These colleagues will become friends that you will stay connected to long after you leave UGA. You'll also join an esteemed group of SLP alumni who have gone on to pursue advanced degrees in security studies and careers working in government, particularly in the CBRN/non-proliferation field, as well as in corporations, journalism, law, and NGOs. Throughout this year you'll have the opportunity to get to know some of these alumni through "visits" and most significantly, through the spring break trip to Washington, DC.

This practicum course will be run as a seminar, which means the focus will be on discussion among the participants, not lectures by the instructor. Unlike a typical International Relations course in security studies where you would examine the academic field, our focus will be on the practice of decision making around security issues and the evaluation of policies. As you may note, many of the "readings" on the syllabus are not academic readings but are instead podcasts, videos, newspaper articles, and blogs. I've selected materials that are both informative and provocative to spark discussions. You will often do extensive research and reading beyond what's assigned on the syllabus to complete your assignments and are expected to stay up to date on national and international security news. While most students in the program are majoring in International Affairs, the SLP is strengthened by the participation of students from majors outside of SPIA including, but not limited to, psychology, computer science, and economics. The skills and knowledge you acquire in the SLP are intended to compliment your existing strengths, irrespective of your major, and prepare you for a career in national/international security.

The culmination of the course is the U.S. National Security Council simulation, which will take place over several weeks in November. Through the simulation you'll be able to put into practice the skills you've developed, challenge each other, and try to find viable policy solutions to some of the most intractable security issues faced by the United States.

Student Learning Outcomes:

By the end of this course, you will be able to:

- Present complex national and international security issues in a brief format to various audiences with different knowledge levels
- Evaluate appropriate and effective tools available to policymakers for dealing with security issues
- Analyze the implications of different policy options available for addressing national and international security issues to create policy recommendations
- Model the professional behavior of policymakers
- Develop a grant proposal on an issue related to national security

COVID & the SLP

I am committed to making this an academically rigorous course, while also prioritizing compassion and the health of all of us in the room. The COVID-19 pandemic will create extenuating circumstances for many students. It is crucial that you understand the following:

- This course meets in-person MWF, unless otherwise noted on the syllabus.
 - While there is no separate attendance grade, I will take attendance every day and expect that you'll be there, unless I hear otherwise from you. **If you are going to be absent, please send me an email.** More than 3 absences without an explanation will lead to a deduction in your participation grade.
 - **IF YOU DO NOT FEEL WELL, DO NOT COME TO CLASS!**
 - UGA continues to follow [Georgia Department of Public Health](#) (GDPH) guidance on COVID. If you test positive for COVID-19:
 - Isolate for 5 days.
 - If you have no symptoms or your symptoms are resolving after 5 days, you can leave isolation, but should wear a mask around others for 5 additional days.
- If you have been in close contact with someone who is COVID-positive, but you are not sick, GDPH and [CDC](#) urge you "...to monitor your health for symptoms of COVID-19 during the 10 days following the last time you were in close contact with a sick person with COVID-19."
- **Note:** If you are out for a prolonged period please stay in contact with your professors. I also encourage you to reach out to Student Care and Outreach (sco@uga.edu) for assistance. They can contact all your professors on your behalf.
- Per UGA guidelines, faculty are to accommodate students who miss class due to COVID just as they normally would have accommodated ill students before the pandemic. **We will have a collaborative notes G-doc available on ELC so you can keep up with what you missed when absent.** I also encourage you to exchange contact information with at least two students in this class. Once you're feeling better, please make an appointment to meet with me during office hours to answer any remaining questions.

Course Requirements:

- **Readings:** There is no textbook for this course. All readings will be posted on the class ELC page or hyperlinked in the syllabus. Readings are to be completed prior to class. Should you fail to complete the readings it will be evident by your (lack of informed) participation in class discussions.
 - ***You are required to keep up with current events (which I'm sure you already do, that's why you're here... but more on that below).*

On occasion an article relevant to the topic we are covering will be published and I will assign it on short notice. In that case I will send out a message to the class using the “ANNOUNCEMENTS” section of the class ELC page. ****PLEASE REGISTER FOR ANNOUCEMENT NOTIFICATIONS!**

- To register for “Announcement Notifications” click on your name in the upper right-hand corner of the class ELC page > notifications > scroll down to “instant notifications > check the boxes for “Announcements”
- **Grading:** Your final grade will be determined by the following assessments:
 - Writing Portfolio = 40% (10% x 4 assignments)
 - 1 Memo
 - 2 Policy Briefs
 - 1 Policy Analysis
 - NSC Simulation = 30%
 - Policy analysis of 3 crises = 10%
 - Participation = 20% (Asking/answering questions in meetings; Contributions to group National Security Strategy; Providing timely and accurate follow-up memos; Journal documenting contributions; Peer evaluations)
 - Oral Briefing = 5%
 - Class Engagement = 15% (daily participation in class discussions, ELC discussion assignments/homework, alumni visits, asking questions in briefings)
 - Grant Proposal = 10%

Letter grades correspond to the following 0-100 scale:

94-100 A	74-76 C
90-93 A-	70-73 C-
87-89 B+	67-69 D+
84-86 B	64-66 D
80-83 B-	60-63 D-
77-79C+	00-59 F

- **Participation & Active Learning Pedagogy** – As a practicum course you will be learning and practicing the skills necessary for a career in national/international security. Students’ learning outcomes are centered in the design of the course with all activities aimed at facilitating you to think about and reflect upon what you are learning. This is the essence of active learning. Research shows that active

learning increases students' long-term retention of information, improves conceptual understanding, and leads to better writing and critical thinking skills. There will be an active learning course evaluation around the middle of the semester and a written evaluation at the end of the semester, separate from the normal end-of-semester course evaluations.

- It's assumed that as a member of the SLP you are enthusiastic and eager to discuss security issues with your colleagues. You'll be expected to actively engage in a variety of ways, including:
 - Daily class discussions of readings and security-related news
 - Preparing questions for SLP alumni and other distinguished visitors, and attending CITS events (i.e. Great Decisions and Signature Lectures)
 - Class Discussion Assignments – there will be several discussion assignments/homework assignments throughout the semester graded based on completion
 - Graded Assignments (e.g. Writing portfolio, briefing, NSC simulation, group grant proposal)
- **Writing Portfolio** - One of the most important skills that we will focus on in this course is policy writing. You'll gain experience writing various types of policy memos for me as assignments, and then you'll write them in real time for each other during the NSC simulation. Details on different types of policy writing and the parameters for each assignment will be given in class.
- **Oral Briefing** - Each student will brief the group on a policy issue. This exercise will give you practice at this important skill and allow you to receive feedback before you do it as part of your regular NSC meetings. Each student will have 2 minutes MAX to brief the class, followed by 4 minutes of Q&A.
- **NSC Simulation** – The capstone of this course is a two-week simulation of the US National Security Council (NSC). Each of you will be assigned a role on the NSC and will produce policy recommendations for the President based on several real-to-life crises. In addition to the memos prepared for the given crises, you can expect to write additional memos as requested by your colleagues and provide regular briefings the NSC on your area(s) of expertise. The entire NSC will contribute to writing a National Security Strategy that will be published on the SLP website. Details on the NSC simulation will be given later in the semester.
- **Grant Proposal** – grant writing is an important skill that many of you encounter in your careers and is rarely taught to undergrads. But lucky for you, we will discuss the key elements of a grant and your final assignment in this course will be a group grant proposal. Most excitingly, your grant proposal may shape the future of this program and one group will be awarded a scholarship for their proposal. Details on the grant writing assignment will be provided later in the semester.

- **Professionalization Days and Alumni Visits** - a key feature of the SLP is the opportunity to connect with past participants. The alumni “visits” (sometimes virtual) will allow you to learn about different career opportunities and build your professional network. We will also have several professionalization days throughout the year when we focus on issues related to careers in national security including resume and cover letter writing, internships and jobs, applying to graduate school, and publishing/presenting your research. There will also be a several CITS events throughout the year that you are expected to attend to act as an ambassador of the center.

Other important information:

- **Current Events:** Students are **REQUIRED** to stay up to date on world politics for class discussions. I suggest that you skim a major newspaper, such as the *New York Times*, *Wall Street Journal*, *Washington Post*, or *The Guardian* (UK) on a **daily basis**.
 - **Tip:** I strongly suggest linking your web browser home page to an international news source.
 - ****You can also have the headlines of the day automatically emailed to you from the Council of Foreign Relations (www.cfr.org) and Just Security (<https://www.justsecurity.org/>).**
- **Communication and Email:** I will keep you updated about the course and any changes to the syllabus through the “ANNOUNCEMENTS” board on the class ELC page. ****PLEASE REGISTER FOR ANNOUNCEMENT NOTIFICATIONS!**
 - Again, to sign up for Announcement Notifications: your name on the class ELC page > Notifications > Scroll to “Instant Notifications” > Announcements
 - When emailing me please only use your UGA email account and include your course number in the subject line. In most cases I will respond to emails within 24 hours. Importantly, before you email me **please check the syllabus** and the **Announcements** posted on ELC to be sure that your question has not been previously addressed.
 - *A note on etiquette:* please use **appropriate salutations** including **my name** in the opening (**NOT** Miss/Ms./Mrs. Gallagher!) and your name in the closing. (Hint: you can’t go wrong with “Dear Professor Gallagher”).
 - For further guidance see: <http://www.wikihow.com/Email-a-Professor>.
 - There will also be an **SLP GroupMe** for quick correspondences
- **Office Hours** – Office hours are **STUDENT HOURS!** This is the time to ask questions about class assignments, the major, my 2 cents on what you should do with your life, get recommendations for good food in Athens, etc. **The link to schedule an office hours meeting is on the class ELC page.**
- **Academic Dishonesty** – As a University of Georgia student, you have agreed to abide by the University’s academic honesty policy, “A Culture of Honesty,” and the Student Honor Code. All academic work must meet the standards described in “A Culture of Honesty” found at: <http://www.uga.edu/honesty>. Lack of knowledge of the academic honesty policy is not a reasonable explanation for a violation. Any student caught cheating or plagiarizing will be referred to Judicial Affairs, as required by university policy. The most common issue of academic dishonesty I have come across is plagiarism. To be clear, plagiarism is

copying from any source material (direct or paraphrasing of ideas), published or unpublished (this includes Wikipedia!), without giving proper credit. I will post a link to the Chicago Manual of Style citation format on ELC.

- **Students with Disabilities:** UGA is committed to providing equal access to academic programs and university-administered activities and reasonable modifications to students with disabilities. Students in need of academic accommodations need to request such services from the Disability Resource Center located at 114 Clark Howell Hall (for more information visit www.drc.uga.edu) and should make an appointment to see me with their appropriate paperwork from the DRC within the **first two weeks** of classes.
- UGA’s code of conduct protects student privacy and intellectual property and thus **prohibits recording and digital release of classroom lectures and conversations unless a student has an accommodation from the DRC**. Students with DRC approved accommodations for recording should make an appointment with me to discuss a plan that protects your right to privacy, that of your classmates, and everyone’s intellectual property.
- UGA has a vast array of resources to support students facing a variety of challenges. Please don't hesitate to speak with me or contact these resources directly. *Please be aware that UGA faculty and staff are obligated to report any knowledge of sexual assault/harassment and/or relationship violence to UGA’s Equal Opportunity Office*. UGA’s Relationship and Sexual Violence Prevention (info below) can speak to students confidentially.
 - **Office of Student Care & Outreach** (coordinate assistance for students experiencing hardship/unforeseen circumstances) – 706-542-7774 or by email sco@uga.edu
 - **Counseling and Psychiatric Services (CAPS)** - 706-542-2273 (during regular business hours) *After Hour Mental Health Crisis:* 706-542-2200 (UGA Police—ask to speak to the CAPS on-call clinician)
 - **Relationship and Sexual Violence Prevention (RSVP)** – 706-542-SAFE (The advocates at RSVP can provide students confidentiality).
- **This syllabus is subject to change throughout the semester**

Topic and Reading Schedule

Weeks 1 & 2 – Introduction & Security Basics

Wednesday, August 17 - Introduction

- Post your bio to ELC Introduction discussion board by 8/15
 - Comment on 2 other SLPeeps’ posts by 8/17

Friday, August 19 – What is a security issue?

- Paul D. Williams “Security Studies: An Introduction” Chapter 1
 - Read Only read pgs. 1-10
- Listen: “Race and National Security” *Horns of a Dilemma*. (podcast – 42 mins). July 10, 2020. <https://warontherocks.com/2020/07/race-and-national-security/>
- Dick K. Nanto. 2011. “Economics and National Security: Issues and Implications for US Policy.” *CRS*. Available: <https://fas.org/sgp/crs/natsec/R41589.pdf> ****Read only P. 3-8**

****“Bellingcat” discussion assignment due on ELC by Sun 8/21**

Monday, August 22 – *EXTENDED CLASS SESSION* - Security in the 21st Century

- Eliot Higgins. 2021. *We are Bellingcat: Global Crime, Online Sleuths, and the Bold Future of News*.

Wednesday, August 24 – Achieving Security & Addressing Threats: Security Policy from Goals to Tactics

- Jonathan Masters. “Ukraine: Conflict at the Crossroads of Europe and Russia” CFR Backgrounder. <https://www.cfr.org/backgrounder/ukraine-conflict-crossroads-europe-and-russia#chapter-title-0-5>

**Complete Tools Discussion Assignment before class on Friday 8/26*

Friday, August 26 – Wrapping up from Goals to Tactics

- At end of class we’ll choose topics for first policy memo

Weeks 3 & 4 – National Security Institutions & BLUF

**Complete BLUF Google Form before start of class on Monday, 8/29*

Monday, August 29 – BLUF-ing & Memo Writing

- TBD

Wednesday, August 31 – Alumni Visit: Luis Conde – KPMG Trade & Customs Team

- **Meet in Pinnacle Room

Friday, Sept 2 – Institutions & Process in US National Security

- Whittaker et al. 2008. “The National Security Policy Process: The National Security Council and Interagency System”: <https://www.jstor.org/stable/pdf/resrep11925.6.pdf>
 - **Read only 97-135

Monday, Sept. 5 – No School (Labor Day)

**Complete NSS Discussion on ELC before start of class on 9/7*

Wednesday, Sept. 7 – Comparison of Recent National Security Strategies

- Nikolas K. Gvosdev. March 24, 2022. “Waiting for the Documents: The Function of the U.S. National and Defense Strategic Documents.” FPRI. <https://www.fpri.org/article/2022/03/waiting-for-the-documents-the-function-of-u-s-national-and-defense-strategic-documents/>
- Kathleen McInnis. 2021. “The Interim National Security Strategic Guidance.” *Congressional Research Service*. <https://crsreports.congress.gov/product/pdf/IF/IF11798>
 - This is the Biden administration’s interim NSS (still waiting for their NSS)
- 2017 US National Security Strategy: <https://www.acq.osd.mil/ncbdp/docs/NSS-Final-12-18-2017-0905.pdf>
 - **Read only the contents and Introduction (pgs. 1-7) – skim rest (This is the Trump Admin’s NSS)

Friday, Sept. 9 – Peer Workshopping Policy Memo

- Completed Memo Draft due to ELC (Policy Drafts Disc Board) as word doc (not Google Doc)
- We'll discuss peer-evaluating and rubric for memo before peer-workshop

**Final Policy Memo due by 11pm Saturday 9/10 to ELC Assignments Drop box*

Week 5 – Policy Evaluation & Recommendations

Monday, Sept. 12 – Different Types of Policy Writing

- Read my policy writing guidelines and assignment posted on ELC
 - Read the following on policy writing:
 - Luciana Herman. 2012. Kennedy School of Government, Harvard. “Policy Memos”
https://www.umass.edu/pep/sites/default/files/policy_memo_workshop_final.docx
 - “Policy Briefs.” The Writing Center. University of North Carolina.
<https://writingcenter.unc.edu/tips-and-tools/policy-briefs/>
 - *Note: See Folder on ELC if you want more examples of policy writing:*

Wednesday, Sept. 14 – Analyzing Policy: Practicing PEST & 2nd/3rd Order effects

- TBD
- Distribute 4 topics for Policy Brief

Friday, Sept. 16 – Professionalization Day 1: Resumes & LORs

- Upload your resume to the “Resume Swap” Discussion Board *before the start of class* and bring 2 hard copies of your resume to class

Weeks 6 & 7 – WMD, Nonproliferation & Strategic Trade Controls

Monday, Sept. 19 – Nuclear Proliferation and the Non-Proliferation Regime

- Scott D. Sagan. 2011. “The causes of nuclear weapons proliferation.” *Annual Review of Political Science* 14: 225-244.
- Peter Lavoy. “The Enduring Effects of Atoms for Peace” *Arms Control Today*.
https://www.armscontrol.org/act/2003_12/Lavoy
- “Revenge of Cartography” Bombshell (podcast). War on the Rocks. June 16, 2020. <https://warontherocks.com/2020/06/revenge-of-cartography/>
 - Start listening at 6:30 - 21:00
- Complete the following 2 NTI Educational Tutorials (<https://tutorials.nti.org/table-of-contents/>)
 - Nuclear 101 & Non-Proliferation Regime
 - ****Be sure to take good notes!**

Wednesday, Sept. 21 – Putting the CBR back in CBRN

C:

- Mary Beth D. Nikitin and Cyrus A. Jabbari. 2018. “Resurgence of Chemical Weapons Use: Issues for Congress” Congressional Research Service.
https://digital.library.unt.edu/ark:/67531/metadc1228580/m2/1/high_res_d/IN10936_2018July24.pdf
- Edith M. Lederer. “Watchdog: Syria has likely used chemical weapons 17 times.” *AP*.
https://apnews.com/article/united-nations-middle-east-syria-europe-business-f82ffb6c25fa46583b16fc2c23614153?utm_source=dailybrief&utm_medium=email&utm_campaign=DailyBrief2021Jun4&utm_term=DailyNewsBrief

B:

- Complete the Biological Weapons Nonproliferation Module:
<https://tutorials.nti.org/biological-weapons-nonproliferation/introduction/>
- Carol Zimmer and James Gorman. June 20, 2021. “The Fight Over Covid’s Origins Renews Debates on Risks of Lab Work.” *The New York Times*.
<https://www.nytimes.com/2021/06/20/science/covid-lab-leak-wuhan.html?searchResultPosition=2>

R:

- Shea Cotton, Sam Meyer, and Anne Pellegrino. 2018. “CNS Global Incidents and Trafficking Database” NTI. https://media.nti.org/documents/global_trafficking_2017.pdf
 - Focus on the summary of findings and policy recs pgs. 1-6, skim rest
- “Preventing a Dirty Bomb: Why Radiological Security Matters” The Center for Arms Control and Non-Proliferation <https://armscontrolcenter.org/wp-content/uploads/2016/05/Radiological-Security-Factsheet.pdf>
- Joby Warrick and Loveday Morris. July 22, 2017. “How ISIS Nearly Stumbled on the Ingredients for a Dirty Bomb.” *Washington Post*.
https://www.washingtonpost.com/world/national-security/how-isis-nearly-stumbled-on-the-ingredients-for-a-dirty-bomb/2017/07/22/6a966746-6e31-11e7-b9e2-2056e768a7e5_story.html

Friday, Sept. 23 – Peer Workshopping Policy Brief & 4 Oral Briefings

- Completed Brief Draft due to ELC (Policy Drafts Disc Board) as word doc (not Google Doc)

**Final Policy Brief due by 11pm Saturday 9/24 to ELC Assignments Folder*

Monday, Sept. 26 – Going over Midterm Terrorism Assignment – Group Policy Brief (4 groups)

- Discussion of assignment
- MFSE Review

Wednesday, Sept. 28 – Strategic Trade Controls, Dual-Use Technology, and Supply Chains

- Watch ELC video and read cheat sheet
- Rosemarie Frost. “Rare Earth Elements: China’s Monopoly and the Supply Chain Threat to US Strategic Systems.” CSIS Project on Nuclear Issues (video). <https://nuclearnetwork.csis.org/rare-earth-elements-chinas-monopoly-and-the-supply-chain-threat-to-u-s-strategic-systems/>

- Jeanne Whalen and Ellen Nakashima. June 3, 2021. “Biden Expands Trump Order by Banning US Investment in Chinese Companies Linked to the Military or Surveillance Technology.” *Washington Post*.
https://www.washingtonpost.com/technology/2021/06/03/investment-ban-chinese-surveillance-tech/?utm_source=dailybrief&utm_medium=email&utm_campaign=DailyBrief2021Jun4
- RUSI. “Silicon Lifeline: Western Electronics at the Heart of Russia’s War Machine” (interactive page) <https://rusi.org/explore-our-research/publications/special-resources/silicon-lifeline-western-electronics-heart-russias-war-machine/interactive-summary>

Friday, Sept. 30 – STC & Supply Chain Jigsaw

- Assignment will be given in class on Wed

Week 8 – Applications Through Terrorism

Monday, Oct 3 – Terrorism & Counter Terrorism – Evaluating Effectiveness

- Jenna Jordan. 2014. “Attacking the Leader, Missing the Mark: Why Terrorist Groups Survive Decapitation Strikes” *International Security* 38(4): 7-38.
<https://direct.mit.edu/isec/article/38/4/7/12293/Attacking-the-Leader-Missing-the-Mark-Why>

Wednesday, Oct 5 – Explaining the NSC simulation

- Read NSC Directions

Friday, Oct. 7 – Presentations – Briefings on terrorist threats in GA

**Final Group Policy Brief due by 11pm Sat 10/8 to ELC Assignment Folder*

Week 9 – Applications Through WPS

Monday, October 10 – Changing the Reference Point in Security Studies

- Carol Cohn. 1987. “Sex and Death in the Rational World of Defense Intellectuals.” *Signs*.
- Choose policy analysis topic

Wednesday, October 12 – UNSCR1325: Women, Peace, and Security

- Gender & Security. *Horns of a Dilemma* (podcast). April 16, 2021.
<https://warontherocks.com/2021/04/gender-and-security/>
- Joan Johnson-Freese. Women, Peace, and Security: Moving Implementation Forward. *War on the Rocks* (blog). <https://warontherocks.com/2021/07/women-peace-and-security-moving-implementation-forward>
- Foster, et al. 2019. “Operationalizing a Feminist Foreign Policy: Recommendations for the US Government.” *One Earth Future*.
<https://oursecurefuture.org/sites/default/files/operationalizing-feminist-foreign-policy-us.pdf>

Friday, Oct. 14 – Doing Gender Analysis: The War in Ukraine

- Cori Fleser. August 15, 2022. “Beyond Munitions: A Gender Analysis for Ukrainian Security Assistance.” Issue Brief: Atlantic Council. <https://www.atlanticcouncil.org/in-depth-research-reports/issue-brief/beyond-munitions-a-gender-analysis-for-ukrainian-security-assistance/>

Week 10 – Applications Through Tech, Environment, and Human Security Issues

Monday, Oct. 17 – Alumni Visit/Professionalization

Wednesday, Oct. 19 – 6 Briefings

Friday, Oct 21 – 6 Briefings

**Final Policy Analysis due by 11pm Sat 10/22 to ELC Assignment Folder*

Week 11 – Grants

Monday, Oct. 24 – Grants – Introduction to Grants

- Read Grant Proposal Final assignment

Wednesday, Oct. 26 – Grants - Part II

- TBD

Friday, Oct. 29 – NO CLASS: Fall Break

Weeks 12 – 15: The National Security Council Simulation

Monday, Oct. 31 – Working on NSC Policy Briefs

- Extra Office Hours

***NSC Policy Paper Due by Tuesday Nov 1*

Wednesday, Nov. 2 – Georgetown SSP Visit

- Robert Pinn, Director of Admissions, Georgetown Security Studies Program

Friday, Nov. 4 – Alumni Visit – Warren Stembridge

Monday, Nov. 7 – Simulation Day 1

Wednesday, Nov. 9 – Simulation Day 2

Friday, Nov. 11 – Simulation Day 3

Monday, Nov. 14 – Simulation Day 4

Wednesday, Nov. 16 – Simulation Day 5

Friday, Nov.18 - Simulation Day 6

Monday, Nov. 21 – Wrapping up NSS

- NSS finalized by NSC, No POTUS
- POTUS Final Decisions Released at end of class
- All NSC reflections due by Wed 11/23

Wednesday, Nov. 23 & Friday Nov. 25 – No Class: Thanksgiving

Weeks 16 & 17: Wrapping Up

Monday, Nov. 28 - NSC Simulation Debriefing

- Read: POTUS's Decisions & NSS

Wednesday, Nov. 30 – NSC Simulation Debriefing Part 2

Friday, Dec. 3 – Grant Project Updates

Monday, Dec. 5 – Working on Final Group Project - Grant (No class meeting)

Tuesday, Dec. 6 – Working on Final Group Project – Grant (No class meeting)

****Final Grant Proposal Due Fri. Dec 9****