

MAI T. TRAN

University of North Florida
Congressional Leaders Program
Summer Term 2007

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University of North Florida

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July 30, 2007

Mary O. Borg
University of North Florida
4567 St. Johns Bluff Road S.
Jacksonville, Florida 32224-2645

Dear Mary:

There are no words that could justify the life changing experience I have had in Washington, D.C. this summer interning with Senator Hillary Clinton's campaign offices. From the academic and professional to the leadership and civic opportunities, my summer has been filled with defining experiences that have helped me to refine my own career goals and strengthen my political involvement. My summer internship experience with The Washington Center has provided me with an integrated curriculum completely filled with components ranging from my academic and professional achievement, leadership development, and civic engagement. The Congressional Leaders Program has aided my personal development by combining theories of professional growth with the practical experiences in real-life settings, offering me the opportunity to immerse myself into the political arena and practice my skills with the professionals. Within the last several weeks, I have learned an unfathomable amount of useful skills that will assist me in my career. By reflecting upon my original goals, I now see the culmination of experiences that have brought me closer to my own professional success. If not for the opportunity to intern in Washington, D.C., I would have never otherwise had the option.

My time working with Senator Hillary Clinton's campaign while taking a class at Marymount University has helped me to establish my overall understanding of the political arena. I have strengthened my familiarity of the important role fundraising plays towards any campaign, particularly because I have had the honor of working with Senator Hillary Clinton's Presidential Campaign. By working closely with the professionally developed individuals in the Mid-Atlantic Finance team, I have ensured my understanding of the techniques used to carry out an effective campaign. By attending guest lecture series offered by The Washington Center and the Senator's Campaign offices, I have learned from the experiences from well developed individuals from every corner of the city. By volunteering with nonprofit organizations, I have strengthened my ties with the community. Academic and professional achievement, leadership development, and civic engagement were all important factors in determining my self worth through this program. These three factors have been the basis of my studies and have consistently served as a reminder to me of my fortunate opportunities in Washington, D.C.

Reflecting upon such moments this summer where I truly found inspiration in the words of established individuals, I now understand the value of an internship as it applies to one's career goals. If not for my summer internship experience, I would not have come to realize the importance of a single person's role in improving society by simply contributing to their chosen profession. Working for Senator Hillary Clinton's presidential campaign has given me the chance to participate in a historical election that has already begun to make itself a legend. In the process of preparing the campaign office for the 2008 election, I have had the opportunity of hearing countless stories from those who work closest to Senator Hillary Clinton as they share their insight and offer advice to encourage me.

Tamera Luzzatto, Chief of Staff for Senator Hillary Clinton's congressional office, deeply inspired me as she spoke to the campaign's interns. I can easily recall her words of encouragement, assuring us that life can be any ride in an amusement park from roller coasters to merry-go-rounds to houses of horror. She urged us to always see mission impossible as mission possible in any given situation, keeping our hopes high as we learn to become planners, thinkers, and administrators. The work we do in our careers will translate into our personal lives. Terry McAullife, Campaign Chair, strengthened our motivation as he delivered an upbeat lecture reflecting on his wild and unforgettable experiences while working as a major fundraiser. The lecture was more of a pep rally with his enthusiastic personality. As someone who retired at the age of thirty-five to continue participating in politics on a voluntary basis, Terry is the prime example of an individual who loves their work. I have the utmost respect for this man who manages to brighten an entire room upon stepping into it. Having the opportunities to speak with these individuals has served as my motivation to pursue a career in government.

At Senator Hillary Clinton's campaign office, I took pride in being one of the few interns working for the Mid-Atlantic Finance team, a group of skilled directors focusing primarily on coordinating major fundraising events for the Mid-Atlantic region. This meant that I had the opportunity to staff the fundraising events organized for the District of Columbia, Virginia, and Maryland. I wrote biographies, recorded contributions, extracted and vetted donor lists, created flight itineraries, cold-called potential donors, responded to fan mail, distributed fundraising packages and chum, sold tickets, staffed events, and attended Senator Hillary Clinton's congressional luncheons on Capitol Hill. Our team worked hard to organize events hosted by congressmen and senators, lawyers and businessmen, major donors and fundraisers. It was through working with the Mid-Atlantic team that I learned the foundations to campaign fundraising as I became familiar with terms such as "maxed-out" and "hard and soft money" on the way. My familiarity with elections grew with each day as I followed the newspaper articles to read updates on all candidates. Moving back to Jacksonville, I plan to remain informed with the current events to follow this historic campaign.

At Mount Saint Mary's University, I attended a course entitled 21st Century Foreign Policy taught by former Harvard graduate, Mr. Robert Henderson. Our first class started with a discussion of Sun Tzu's study of war and led towards each student writing policy recommendation papers. The plethora of assigned reading material kept me busy as I would come home from fundraising events at nearly midnight, only to stay up to study the effects of war on societies. We even had the chance to spend one of our classes watching *Black Hawk Down*, a treat offered to us on the week after the Independence Day holiday. I always looked forward to class on Monday nights,

always eager to hear yet another one of Mr. Henderson's arguments for a strong leadership in government. The research and writing skills that I developed in our class of roughly twenty students will serve me well to better prepare me for law school as I chose to write my research paper on the effects of debt relief on Tanzania.

My first academic goal of developing an understanding of the campaign process was fulfilled as I sought to work closely with the members of the Mid-Atlantic team. I learned the essential objectives by taking specific notice to how the many departments of the headquarters worked together to achieve their common goals. An example of this lesson can be found in the fact that each event we organize required the understanding of how to prepare as well as carry out the event. My second academic goal of studying techniques to lead effective campaign was fulfilled as I participated in the lecture series offered by the office. I originally sought to reach this goal by writing my policy paper for class on campaigns, yet reached many more conclusions simply by attending the events. I learned how important relationships between donors and fundraisers must be to attain the necessary funds to propel the campaign. Watching our Finance Directors interact with clients brought me an entirely perspective on fundraising. My third academic goal of understanding Senator Hillary Clinton's political arguments was fulfilled as I added to my readings with experiences of actually hearing the Senator speak. Having the opportunity to hear my candidate personally identify with her arguments strengthened support I had for her campaign. I now have a stronger faith in Hillary, for her strong leadership and experience, to lead our country in the right direction.

I have found myself reading the newspaper each morning to keep myself updated with the most current events. I pick up shorter versions of newspapers such as the Examiner and the Express that are distributed daily in front of metro stations. I have also proceeded to watch newly posted videos on MSNBC each morning. I have become more proficient with the National Geographical and Political (NGP) software, a program used by campaigns to ensure productive fundraising plans for candidates. Senator Hillary Clinton's campaign depends heavily on NGP as a source for potential donors and fundraisers, making an expertise in the system a requirement for productivity in the fundraising arena. Not only have I studied the Senator's political arguments for various issues, my interaction with the staff of the Fundraising team enabled me to compare those arguments to those of alternative candidates. Working with the campaign has made me realize that it is not only enough to understand my own candidate's view on issues, but it is also necessary to understand the views of several other candidates to make for a stronger comparison and occasional check on our own positions.

My first professional goal of adapting to a fast-paced work environment was fulfilled as I improved my own computer skill to become more proficient with the NGP system. I maintained a record for being punctual and dependable. I wrote accurate biographies for hosts of major events and created flight itineraries for travels to West Virginia and Baltimore for our fundraising directors' travels. My second professional of proving myself an asset was reached as I proved my efficiency in extracting excel-listings from NGP. I impressed the team as I interpreted specific facts to generate new lists for potential donors, opening new doors for the fundraising crew to new challenges. My third professional goal of understanding the importance of financial assistance in campaigns was reached as I drew the conclusion of the worth donation amounts. Allocating the necessary funds towards the primary and general elections led to my understanding of the preparation needed to deliver should our campaign be successful. Funds are

distributed according to the campaign's needs and saved for other purposes. These professional goals have also taught me the need for a positive attitude in propelling the campaign.

Events organized by the fundraising team offered me a chance to establish lasting relationships with interesting individuals from a variety of fields. My most cherished contact, Mr. Jerome La Pittus, offered his years of experience working with the World Bank and International Monetary Fund to assist me in writing my policy paper for class. My academic growth has been facilitated by the steady guidance I receive from Mr. La Pittus as well as Professor Henderson of my 21st Century Foreign Policy course. Though all of my academic goals did not particularly stem from class, the time I have spent with Marymount University has served me well to broaden my knowledge of the international community and increased my awareness of current affairs. The assistance I have received from Mr. La Pittus also led towards my personal development throughout the course of my summer internship.

From the Hall of States to the Department of Interior's Yates Auditorium, The Washington Center interns gathered on Monday afternoons to attend our guest speaker series. My personal favorite speaker was Congressman Patrick Murphy speaking on the need to make a mandatory year of military service requirement for all Americans. Every other week the Congressional Leaders Program would also offer me lectures from specifically campaign focused individuals. These particular lectures were of major importance because they applied directly to my internship. At times we would discuss clean-elections, while at others we would assess the many roles of campaign management. After each event, I came home with a much deeper understanding of the campaign process and applied it towards Senator Hillary Clinton's campaign. Integrating my lifestyle with my work, I have visited the plethora of museums and monuments that fill the streets of downtown Washington, D.C. My tour of the Capitol, reserved through Congressman Ander Crenshaw's assistant Casey Hampton, offered my entire family an educational experience when they visited me this summer. By offering me my first experience living away from home, the Washington Center has provided me with the opportunity to live in the D.C. Suites on Pennsylvania Avenue. This lifestyle has allowed me the opportunity to develop my personal sense of responsibility. Waking up every morning to the view of busy city streets served as a daily reminder of my purpose in the city, reinforcing my goals and ambitions.

My first personal goal of establishing a network of acquaintances through involvement of social events was fulfilled as I met many successful individuals. I established strong and trusting personal relationships with these individuals as I interviewed them about their career choices. I have met with leaders ranging from a Vice President of a lobbying firm, to the Executive Director of the National Space Society, to an Economic Consultant. My second personal goal of refining my goals of pursuing a career in public policy has strengthened with my interview with Jennifer McGee. Discussing her experiences working with M.A.R.C. Associates and the White House under the last Clinton administration as offered me a hope of pursuing my career in government by interning with government offices. Her enthusiasm towards me, especially in finding me a suitable government office to work with upon returning to Jacksonville, has created a strong bond between us. My third personal goal of developing my own sense of independence away from home has been strengthened by my moving into the D.C. Suites on Pennsylvania Avenue. The time I spent away from home has driven me to be much more self-reliant and responsible. Though it may seem elementary to others, living apart from my parents has been a

big shift that has helped me to mature beyond my parents' beliefs. My personal life has been improved by this experience and I enjoy the respect I have earned from them.

Working with a nonprofit organization called One Brick this summer meant packaging fourteen different diets planned according to the nutritional needs of clients with various illnesses. Foods ranging from sandwiches to vegetables to rolls of bread were sent to those who live with HIV/Aids, Cancer, or other illnesses. I spent my time stocking the many boxes to send out to our clients. I also spent hours in a kitchen carrying about a routine of cooking a meal for individuals that consisted of sweet rolls, soups, and a variety of other healthy dishes. Assisting the organization to meet these individual's immediate needs was a fulfilling moment where I felt I truly gave back to the community. The experience was similar to the many opportunities I have had at home to volunteer with organizations such as the Trinity Rescue Mission. Upon leaving town, I have plans to commit myself to donating the remainder of tangible materials that I will not need on my trip to the Salvation Army. Doing so will give me the overall satisfaction of helping those in need with a small and humble donation.

My first civic goal of developing a stronger sense of sympathy towards the less fortunate was achieved when I donated my tangible items to the less fortunate. By giving some of my extra money, clothes and belongings to the Salvation Army, I also give back to my own community. My second civic goal of becoming involved with a nonprofit organization was accomplished as I volunteered to work with One Brick to feed people who live with HIV/Aids, Cancer, and other life changing illnesses. My time put towards preparing and packaging meals for the less fortunate to meet their daily needs offered me a chance to put back into society by committing my time and effort. Involving myself in One Brick enabled me to develop the insight I needed to understand the conditions of the less fortunate and be able to consider those same conditions in my every day life. Through accomplishing my third civic goal, I became more receptive of the opinions of those around me, especially the public opinion of the people I met at social events. I sought to encourage those who were curious to participate with community service events by offering them information about nonprofit organizations that they may want to take part in.

My time spent in Washington, D.C. will forever be remembered as my most valuable experience. I could not have imagined a better way to spend my summer. As the daughter of two courageous individuals who escaped the Communist Regime of Vietnam to seek America as their land of freedom and opportunity, I am blessed to have experienced working in the district. I look forward to returning to Jacksonville to continue my education to bring me yet another step closer to refining my career goals. I anticipate the opportunity of being the first member of my family who has ever looked forward to attending law school. My plans to involve myself in the political arena and serve my country by working in government have been strengthened by this experience. It has been an honor to participate in one of the most life changing internships, growing through academic and professional achievement, leadership development, and civic engagement. I am left exceedingly astonished, completely captivated, and absolutely mesmerized by the charm of this city and its ability to appeal to and motivate countless individuals.

Sincerely,

Mai T. Tran

Learning Objective Statement: Hillary Clinton for President Presidential Exploratory Committee

MAI T. TRAN
University of North Florida

The Senator Hillary Clinton's Campaigning Headquarters is an organization dedicated solely to the Senator's run for the White House. Based in Arlington, Virginia, the office is primary station of interaction between the Senator herself and the people. From this small office comes a series of events planned carefully and tediously to reach the community as a whole and establish motivation to voters. The organization's many members serve as liaisons between the Senator and her audience, informing the public of her appearances and collecting the necessary funds for the continuation of her campaign. Some of the issues that concern the Senator in her run for the White House involve strengthening the middle class, providing affordable and accessible health care, ending the war in Iraq, energy independence and global warming, fulfilling our promises to our veterans, and restoring America's standing in the world. The most mentioned of her issues would be her opinion on Iraq. She is passionate about bringing our troops home because she does not believe that Americans can end the Civil War in Iraq. At the same time, she believes that in order to secure the nation's interest in Iraq, America should also leave a number of troops instead of completely withdrawing our men. This issue amongst many others is effectively communicated to the public through events organized and put forth by the Finance Department.

As an intern in the Finance Department of the campaigning headquarters, I have the pleasure of working closely with those primarily involved in the fundraising aspect of the headquarters. From major events to cold calls made to previous contributors, this Finance Department staff works around the clock to ensure that the funds necessary to propel the Senator's campaign are properly collected and dispersed. The strength of any candidate's campaign lies in their office's ability to collect the money to proceed in a campaign. My function as an intern in this department is to assist in the department in achieving their goals. My daily activities include researching and contacting previous contributors as well as organizing events for the Senator. I record logs of funds gathered by the offices through contribution forms sent in by mail or received such events. I keep in mind the goals set for each event and strive to assist the office in meeting those goals. Aside from duties involved with propelling the campaign from within the offices, my active participation in the events that the Finance Department organizes serves as my contact point between the candidate and her supporters. The Department holds breakfasts, luncheons, and dinner receptions as gatherings to involve the public as well as private supporters in the Senator's cause. These events have both a purpose to fundraise and a purpose to actively involve the supporters in the campaigning process in order to reach out to as many listeners as possible and to keep the public informed.

While writing my goals, I realized how interrelated every category may become. Goals will cross over from one area to the next, possibly resulting in a connection between two major ambitions. I have evaluated my goals for this summer internship and have categorized each accordingly under academic, professional, personal, and civic goals:

Academic Goals:

1. To develop my understanding of the campaigning process as a whole and apply that understanding to Senator Hillary Clinton's campaign mission.
 - a. Method: I seek to work closely with the members of my department to learn the essential objectives of the Arlington Campaigning Headquarters.
 - b. Method: By taking specific notice to how the many departments of the headquarters work together to achieve their common goals, I will ensure I understand the processes of campaigning and elections.
2. To study the techniques used to carry out an effective campaign and relate these methods to the daily routine of the Finance Department of the headquarters.
 - a. Method: My class research paper will encourage me to read about campaigning techniques from outside sources and will better inform me of the procedures of the Finance Department in the Headquarters.
 - b. Method: I can learn how these campaigning techniques have changed over time through internet articles to that are sent to my inbox at work each day to analyze the mindset of the fundraising team.
3. To better understand Senator Hillary Clinton's political arguments and compare those arguments to those of other Democratic and Republican candidates.
 - a. Method: By keeping myself informed on the Senator and other candidates' objectives with resources of daily columns in newspapers and online websites, I will be able to compare the arguments of all candidates.
 - b. Method: Through taking the time to talk with staff in attempt to understand the potential barriers to the Senator's success, I may have a chance to assist in the overcoming of these barriers.

Professional Goals:

1. To adapt to a fast-paced work environment through experiencing involvement in the planning, implementation, and evaluation of campaigning procedures.
 - a. Method: I can improve my own computer skills by becoming more familiar with system programs used in my office, particularly in the Finance Department, to become more efficient in the workplace.
 - b. Method: Being punctual to any day of work or events and offering my extra time to resolve matters that may need extra attention will prove to the staff how seriously I take my position at the Headquarters.
2. To prove myself as an asset by effectively carrying out my role of an intern to impress the campaigning headquarters.
 - a. Method: By giving my undivided attention to the projects that I am assigned and making my work my top priority, I will prove own responsibility and maturity through my attitude.
 - b. Method: My performance of my job duties in a cautious and careful manner to ensure accuracy in my work will ensure that the staff that they will be able to depend on my work ethics.
3. To understand the importance of financial assistance in any campaign in assisting the candidate and committee to winning the election.
 - a. Method: By observing the relationships that the campaign strives to create and maintain with various individuals will help me to put perspective on the necessity for a network in this field of work.

- b. Method: Comparing the contributions of high donors to low donors as well as soft money and hard money will help me to further my knowledge of how important the funds gained and spent in a campaign must be.

Personal Goals:

1. To establish a network of friends through the involvement in social events and promotional activities arranged by the Finance Department.
 - a. Method: I will establish strong and trusting personal relationships with those I work as well as those I meet, to keep in touch and make those relationships developed lasting ones.
 - b. Method: By distinguishing myself as a hard worker by offering to assistance any person in need of my help at work or in the community, I will begin to develop a strong sense of self worth in society.
2. To further refine my goals of pursuing a career in public policy through experiencing first-hand experience offered by the campaigning headquarters.
 - a. Method: I can evaluate the experience of the internship by attending as many events as possible organized by the Finance Department to become exposed to the political realm and work field.
 - b. Method: In taking the time to discuss potential career paths with my boss and co-interns, I can specify the opportunities that lie before me and understand the many different positions that are available in policy.
3. To grow as a person and develop my own sense of independence away from home
 - a. Method: By adapting to an environment where the lifestyle is much more fast-paced and my family will not be accessible, I will ensure that I will become more independent in my thoughts and actions.
 - b. Method: In meeting new people and establishing new friends, I will become more open-minded and much more than I could at home.

Civic Goals:

1. To develop a strong sense of sympathy towards the less fortunate
 - a. Method: By donating tangible items such as money, clothes, and belongings to assist those who would otherwise not have the luxury.
 - b. Method: Taking more notice to the less fortunate individuals in the city will open my eyes to the poverty issues that relate back to the Senator's campaign.
2. To become involved with One Brick, a nonprofit organization that feeds people who live with HIV/Aids, Cancer, and other life changing illnesses.
 - a. Method: By volunteering One Brick, I will help prepare and package meals for the unfortunate, meeting the immediate daily needs.
 - b. Method: Involving myself in One Brick will enable me develop the insight needed understand the conditions of the unfortunate and consider those conditions when discussing issues related to poverty.
3. To be more receptive of the opinions of those around me, such as the public opinion of those people I meet at social events, while suggesting for them to involve themselves.
 - a. Method: I will refer those concerns and opinions to the right source that will best help in the resolution of any pragmatic situations.
 - b. Method: I should seek to encourage curious and passionate people to become politically involved in order to have their voice heard by society.

Mai Tran

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WORK EXPERIENCE

- 5/2007 – 8/2007 Intern: Mid-Atlantic Finance – Hillary Clinton for President, Exploratory Committee: Fundraising
- Wrote biographies, recorded contributions, extracted/vetted donor lists, created flight itineraries
 - Traveled to staff fundraising events and Capitol Hill conferences, cold called potential donors
 - Responded to fan mail, distributed fundraising packages and ehum, sold tickets and staffed events
- 4/2006 – 5/2007 Research Assistant – Nancy Soderberg: Former US Ambassador to UN and Senior Clinton Official
- Assessed newspaper and magazine articles for current events, fact checked statistics and references
 - Interpreted public opinion polls, wrote summaries for key foreign policy issues
 - Presented summaries of current debates, collected public opinion polls to source
- 6/2004 – 5/2007 Data Clerk – Recording Department, Duval County Clerk of Courts
- Created and recorded legal documents, uploaded profiles for public information searches
 - Filed Conveyance, Mortgage, Miscellaneous, and UCC documents, translated for clients
 - Edited client details for files, sold plats of land, mailed image discs to firms and corporations
- 4/2005 – 5/2007 Clerk II – Item Processing, Fidelity Integrated Financial Loans Solutions
- Processed and balanced series of daily checks, book keeping cash letters for Federal Reserve Bank
 - Financed with Branch Capture Systems, proofed and mailed local banks' monthly bank statements
 - Billed monthly charges, created financial statement spreadsheets, operated sorting machinery

EDUCATION:

August 2007 – May 2009
Honors in the Major: Current GPA 3.78/4.0
Bachelor of Science: Political Science (Anticipated)
University of North Florida

August 2005 – May 2007
High Honors: Cumulative GPA 3.83/4.0
Associate of Arts: Business Management/Finance
University of North Florida

RELEVANT SKILLS

Proficient in National Geographical and Political Software (NGP), Proficient with Branch Capture Finance Systems
Internet Navigation, Political Search Engines, Microsoft Office, Fluent in Vietnamese, Proficient in Spanish.

RESEARCH EXPERIENCE

Research Assistant, Ambassador Nancy Soderberg – Fact checking and assessing polls for latest book project
Research, Hillary Clinton Presidential Campaign Miami Offices – Tabulating Florida contributor lists for events.
Researcher, Undergraduate Honors Program – Interpreting policies and presenting Thesis Project for publishing.

AWARDS/MEMBERSHIPS

Program Chair, University Scholars Honors Society
Student Affiliate, Exchange Club of Jacksonville
Student Member, University Pre-Law Program
Affiliate, Jacksonville Asian American Alliance

President, Vietnamese Student Association
Student Member, Undergraduate Honors Program
Student Member, International Student Association
Affiliate, World Affairs Council

Civic Engagement Project: HIV/Aids, Cancer, and Other Illnesses

MAI T. TRAN
University of North Florida

The Washington Center's emphasis on civic engagement through volunteering with the community is an opportunity I believe enhances our experience interning in Washington, D.C. With an already strong awareness of nonprofit organizations that help the poor and ill, I have been familiar with these kinds of activities even before coming to the city. My record of being President of a community service organization called Power of One throughout school has offered me fulfilling experiences where I had opportunities to help the less fortunate. The Trinity Rescue Mission welcomed students who would come to help prepare the foods for the less fortunate elderly. As members of Power of One, my friends and I were regulars in soup kitchens. Upon coming to the city for my internship, I found myself at home volunteering at the local nonprofit organizations. It is no wonder that One Brick served as an inspirational experience.

An estimated 38.6 million people now live with the HIV disease worldwide, a pandemic that concerns organizations from all backgrounds. In the year 2005 alone, AIDS claimed an estimated 2.4-3.3 million lives. While it may not be a medical treatment, the time and support that a volunteer can give that is directed towards people living with HIV and Aids, Cancer and other life changing illnesses, can make a huge impact on the lives of those who suffer from these illnesses. Being aware of these facts, I found interest in volunteering with One Brick, a nonprofit organization that strives to bring volunteers together through activities such as sorting foods for the homeless shelters and cleaning up neighborhood parks. I wanted to volunteer in an effort that would help to make the lives of these individuals easier to live. Working with One Brick proved to be the defining experience that offered me the option of doing so.

With One Brick, I volunteered to participate in a routine kitchen activity arranged to package freshly prepared meals and groceries for those who suffering from illnesses. I was exceptionally pleased with the amount of volunteers that I witnessed attending the activity. It felt great to see so many young individuals interested in helping out with their community. With the fourteen different diets that were planned according to the nutritional needs of our clients, packing for these individuals was an important step towards delivering them the most appropriate foods necessary to keep them as healthy as possible. Foods ranging from sandwiches to vegetables to rolls of bread filled the packages as we shut and sealed box after box.

After packaging the prepared meals, I was called to assist the cooks in the kitchen. We chopped cabbage and onions among various ingredients that were added into what seemed to be a stew. Packaged sweet rolls were taken out of their wrappers and put into oven for heating. Drinks were poured and the tables were set with silverware and napkins to greet the arriving guests. I watched in satisfaction as those who came sat down to enjoy their meal. I knew that my help in the kitchen that day would touch the lives of so many individuals. It was then that I realized how important it is to keep close ties with the community. We should all see each other as family and help others when we know we have the ability to help them.

The Washington Center's emphasis on this lesson was played a particularly impacting role in my summer internship. The experience volunteering to assist One Brick in their mission helped immensely to strengthen my desire to help the poor and ill. My awareness of the less fortunate was strengthened by the time I spent at the kitchen that day and I will carry the experiences with me even returning to Jacksonville. Involving myself with One Brick has enabled me to develop the insight I need to understand the conditions of the unfortunate and consider these conditions when I discuss issues related to poverty.

Informational Interview – Jennifer McGee, M.A.R.C. Associates

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University of North Florida

Jennifer McGee is the Vice President of a lobbying firm called M.A.R.C. Associates. She has had the unique experience of having held positions in local, state, and Federal government. Before joining M.A.R.C. Associates, she was the Senior Legislative Counsel at the National League of Cities, where she successfully represented the League's interest before Congress and the White House on issues of human services, early childhood education, immigration, workforce development, and health care. Jennifer McGee successfully led the efforts to defeat a Federal proposal that would have turned over the administration of local Head Start grants to state governments. She managed an intergovernmental working group on Federal education policy. Needless to say, over twenty years spent in public policy has helped her to develop an expertise as an accomplished advocate and skill negotiator. She graduated from Providence College with a Bachelor of Arts Degree in American Studies.

I was thrilled to have the honor of interviewing Jennifer McGee. I met her at one of Senator Hillary Clinton's major fundraising events knowing that Club44 events always bring together the most interesting groups of people. I chose to interview Jennifer McGee because I have a sincere interest in lobbying firms, especially after being interviewed by numerous lobbying firms such as mCapitol Management and Chwat & Co. during the placement process. Jennifer greeted me with a kind smile, insisted that I address her by her first name, and led the way towards her office. Her warm personality helped to put my nervousness at ease as we began our chat on the eleventh floor of the building.

Jennifer first started her career in public policy by interning with the House of Representatives. Her description of her every day routine consisted of ten-hour work days where no day would be a repeat of the last. As she broke the glass ceiling by leaving her home town to move to the district, her new challenges better prepared her for her career in public policy. After interning with offices, she would apply for staff positions that would offer her more specific experience in the fields that she enjoyed most. Her persistent interest in public policy led her to opening many doors to government related positions. Relating her internship experience as a political aid to my own experiences, I felt a sense of accomplishment as I realized my first step towards public policy may have already been taken with this summer internship.

When discussing her experiences at the lobbying firm, I asked Jennifer if she likes her lobbyists to focus on one issue specifically or many at once. She responded that there can be cases of both instances where one person may need to focus on one particular issue to truly get things done. At the same time, it is necessary for all lobbyists be able to respond to any client's questions about a variety of issues. Jennifer emphasized the importance of the individual lobbyist's success and the effects it has towards the firm's overall success. As the Vice President of M.A.R.C. Associates, Jennifer found it important that all lobbyists and staff members work together to accomplish their goals. Working as a team with one general mindset helps to allow the firm to work in the most effective way, delivering their message in a consistent manner.

We spoke about career goals and ambitions, reflecting upon her own experiences working in the White House to illustrate her personal growth throughout the years. I had entered her offices knowing that she was part of the former Clinton administration. She defined success as having peace of mind with your work, both professionally and personally. She enjoyed her time working as a Special Assistant for the Office of Management & Budget and Assistant

Director for Domestic Policy. Jennifer applauded my efforts to intern at Senator Hillary Clinton's campaign office because the opportunity will open many doors for me. She began to ask me about my own records. I proceeded to inform her of my former employment with the Duval County Clerk of Courts and research experience working for Nancy Soderberg. Jennifer seemed pleased with my response. Insisting that internships are of utmost importance, Jennifer suggested that I continue to work with the campaign upon returning back to Jacksonville as well as seek an internship with one of my own representative's offices. She even took some time to research representatives in my area to offer me some choices for selection.

When asked to offer one piece of advice, she offered me two. Jennifer mentioned to treat people at the bottom as well as you would treat those who are on the top. She was told this piece of advice by someone whom she greatly admires, though she did not agree to give his name. Jennifer has found that by treating those who are below you with kindness and respect, you also establish a respect for yourself. Treating others as you may want to be treated will get most people much further in life. She also mentioned to pick your battles, especially in instances when you know that your chances of winning are exceptionally thin. It is much better to accept defeat gracefully and learn from an experience rather than to persist in fighting for what is wrong. I valued her words and listened closely to her examples that reflected the advice.

Learning from Jennifer's experiences working with M.A.R.C. Associates and the White House has strengthened my hope in pursuing a career in government. Her description of her former internship routines in the White House, reflection of lobbying firms' success as a Vice President, and advice for me to hope that I will also pursue public policy, offered me the assurance that I needed most to continue my efforts in becoming politically involved. I now look forward to applying to different government offices upon my return to Jacksonville.

Leadership Forum Lecture Analysis: Congressman Patrick Murphy

MAI T. TRAN
University of North Florida

Congressman Patrick Murphy spoke gracefully at our Presidential Lecture Series in the Department of Interior's Yates Auditorium. A veteran of the Iraq war, he shared with the crowd his experiences serving our country. He considers himself a "Blue Dog" Democrat, someone who fights for a strong national defense and fiscal discipline. Arguing that our war in Iraq is running a deficit of nine trillion dollars, Murphy spoke about creating a balanced budget that would allow us to create pay-go, or pay as you go, rules. Every person in this country, including newly born babies, owes twenty-nine thousand dollars towards our national debt. The government however, spends five billion on education per year, not nearly the adequate funds to support the nation's next generation of leaders. It was quite the motivational experience to see someone like Patrick Murphy speak about the immediate issues that most concerned America. I respected the time that he spent serving our country and see him as an influential character at such a young age. He was warm and friendly, spoke eloquently, and addressed questions directly instead of responding with flowery answers. He insisted that he was a "straight shooter" and would be more than happy to respond to our questions with an upfront and honest answer. Congressman Patrick Murphy's attitude is one of in which I believe a strong political leader should possess in order to properly lead our country.

In Congress today, there are forty-nine seats. Five of these forty-nine individuals are veterans, all of which are Democrats, three of five are from Pennsylvania. Thus, Congressman Murphy was proud to inform us of the statistics that supported his argument that Republicans elective do not serve their country the way they ought to serve. He called for a stronger support

from our own Congress towards the war that would be illustrated by active duty instead of simply words. Being married to a Republican, Murphy remains open-minded to his wife while inspiring his children to follow politics. As someone who has served in the Iraq war, he believes that every person has an obligation to serve their country, resulting in a need for what he deems as a mandatory year of service for each person living in the United States. I agreed with this view and realized many of my peers did as well. The strong applaud from our group reflected the agreement from the crowd.

Congressman Murphy proceeded to argue that we have no longer much national interest in being in Iraq. Initially, the United States went into Iraq for the sake of three major missions: finding Saddam Hussein, getting rid of weapons of mass destruction, and establishing a working government. We have in fact found Saddam, weapons of mass destruction were never in Iraq to begin with, and a working government has been set up. Murphy argued that it was time to come home and focus on the domestic issues at hand that concern the most of our voters. I agreed with this position and believe that our country would benefit from refocusing on domestic issues that have long been neglected in the current administration. More focus should be directed towards issues such as education and healthcare, concerns that people have long waited to hear our leaders address. To hear Congressman Murphy address those issues was refreshing.

His views corresponded to a lot of Senator Hillary Clinton's beliefs, especially his opinion on women serving their country by joining the military. I agreed wholeheartedly and believed that the mindset that Patrick Murphy and Hillary Clinton possess can unite our country in a way that it has never been before. Watching Congressman Patrick Murphy talk was an inspirational moment for me. I was grateful to have been present at the lecture to hear him tell his stories and illustrate to the young audience the importance of being active in the political arena. The overall experience was both informative and encouraging.

Program Specific Analysis: Clean Elections with Daryn Cambridge

MAI T. TRAN
University of North Florida

Daryn Cambridge spoke to the Congressional Leaders Program about the vital role money plays in politics, beginning his lecture with a comparison of democracy to amusement parks and ending with an alternative to our typical campaign process. At amusement parks, guests have the option of paying extra for a package that will entitle them to having first picks on their rides. When guests pay for this package they have the right to cut in front of lines, offering them an advantage over other waiting guests. This advantage is a comparison to the voice that high donors have in politics. Those who have money can afford to give high donations to candidates running for office, creating a stronger voice for themselves in the political arena.

Essentially, Daryn Cambridge posed the argument that campaigns offer those who are financially secure the opportunity to buy their way into government. Candidates who have more than 100 million dollars to contribute to their campaigns through advertisements run an effective campaign. This act of buying one's status has led our government, created with the intention of electing government officials based on the consent of the public, has become undemocratic. This attempt has led politics to become a means of branding oneself to market a campaign. Cambridge made sure to point out that his purpose is not to demonize politicians but rather to offer an alternative to the undemocratic style of campaigns: "Clean Elections."

When the government equates money to the voice of the people, it leaves many Americans out of their own politics, shattering the American Dream that anyone can work their way up from nothing. Politicians depend on large contributions to win their campaigns, thus leading them to listen more to the special interests of big donors than to the common citizen.

Ordinary citizens are left out of the game because they lack the funds to buy their voice in the system. Students who deserve a voice in politics cannot afford to have their voices heard by government officials. Candidates also spend too much of their campaign primarily focused on raising money instead of talking with voters about issues concerning the country.

Campaign finance reforms play a vital part in the health of our government. In order to achieve true democracy in the country, the government should strive to establish Clean Elections, a system where candidates receive no privatized money to fund their campaigns. Democratic Matters is an organization founded by NBA player Adonal Foyle as his attempt to “fight for change by standing up to big money interests corrupting our democracy.” Students were encouraged to support Democratic Matters in eliminating the power of money in politics and bring democracy back to its true form. Many people have lost all faith in the campaign system, thus leading them to give up on voting altogether. To establish a clean elections system would mean giving the American people hope for reestablishing a legitimate election process.

Having the opportunity to hear from Daryn Cambridge about this Campaign Finance Reform has helped me to reflect upon my experiences with Senator Hillary Clinton’s Presidential Exploratory Committee. As much as I agree with the argument that money should not run political campaigns, I also believe that money plays an essential part to running an effective campaign. My experiences with the Mid-Atlantic team have shown me first-hand how campaign offices stress the importance of meeting quarterly goals. In order to deliver a message to the public, a candidate must first have the funds to afford the advertisements that will reach the nation’s voters. Though there have been effective cases of government officials being elected through a clean election to office on a state level, one must question whether clean elections is a practical alternative for a national election. To only accept funds from particular donors instead of all contributors, would be limiting the potential of a candidate’s campaign.

I do not deny the probability that Clean Elections may one day become the basis of a strong campaign. Campaign finance reform will ensure that the all citizens' voices are heard by political figures as well as minimize the time that candidates spend fundraising. This time will better be used to reach the citizens who need to be informed of candidates' arguments in order to elect the most qualified individual to lead. At a local level, the Clean Elections efforts will thrive with the help of supporters to increase awareness. What better a place to start enforcing clean elections than at the state level? Only once the system has been established at the local level, will the Campaign Finance Reforms have the basis to effect the political elections at a national level.

At this time, I do argue that a Clean Election system would not be effective in electing a president, especially in a time where the public direly needs to hear from its candidates concerning issues as prevalent in the public's lives as Iraq. Without the necessary funds to propel a campaign, no presidential hopeful will have the ability to reach out to the mass amount of citizens in the nation to establish their stance in the 2008 election. Electing the most qualified candidate to properly lead our country will become difficult when there are so many candidates to choose from and so little to be heard about any of them. The system is worthy of applause, though not nearly as practical as it should be in the national political arena.

Nevertheless, Daryn Cambridge increased my own awareness of the problems facing our political leaders who struggle with minimal funds to reach out to the public. I now understand the pros and cons of the role money plays in politics. Optimists will seek to reach the day when all elections would be subject to the rules and regulations of campaign finance reform. I do wish to see the day that political leaders are elected primarily on their ability to lead a country as opposed to their ability to raise funds for a campaign. The lecture proved to be very informative.



Brown Bag Lunch Series
Summer 2007



WORK SAMPLE: Bring your lunch and join campaign leaders for discussion and Q&A from noon to 1pm Fridays throughout the summer and Wednesdays in July.

SPEAKING SCHEDULE

- Host **Jessica O'Connell**, Director of Operations, Hillary Clinton for President
Jessica has served as the Development Director at the Children's Defense Fund and Deputy Director of Major Gifts and Events with EMILY's List. She also worked as the Chief Operating Officer for progressive internet company, EchoDitto Inc. She is a veteran of several congressional campaigns, served as the Director of Operations for the Colorado Democratic Party, and worked on Howard Dean's presidential campaign.
- June 22 **Ann Lewis**, Senior Advisor, Hillary Clinton for President
Ann has served in the White House as Director of Communications and then as a Counselor to President Bill Clinton. She's been the Director of Communications for HILLPAC and Friends of Hillary and served as Director of Communications and the Deputy Campaign Manager for the Clinton-Gore Re-Election Campaign. She's also served as the National Chair of the DNC Women's Vote Center, where she led the Democratic Party's major initiative to reach, engage, and mobilize women voters.
- June 29 **Howard Wolfson**, Communications Director, Hillary Clinton for President
Howard worked as the Communications Director in both Charles M. Schumer and Hillary Rodham Clinton's first Senate campaigns. He served as Executive Director at the Democratic Congressional Campaign Committee (DCCC) in 2001 and 2002. He has made numerous appearances on television shows including Meet the Press, This Week, Larry King Live, Hardball, and Inside City Hall. Howard is a Partner in The Glover Park Group.
- Phil Singer**, Deputy Communications Director, Hillary Clinton for President
Phil Singer recently served as the Democratic Senatorial Campaign Committee (DSCC) Communications Director. Prior to that, he was the National Spokesman for John Kerry's presidential campaign and is a former Communication Director for Senator Chuck Schumer.
- July 11 **Mike Henry**, Deputy Campaign Manager, Hillary Clinton for President
Mike previously served as the Campaign Manager for Tim Kaine's successful VA Gubernatorial bid and managed Bill Nelson's successful 2000 U.S. Senate race in Florida. Additionally, he was the coordinated campaign director for Mark Warner's successful race for Governor and worked for the House and Senate Democratic caucuses in '93, '95, and '99.
- July 13 **Tamera Luzzatto**, Chief of Staff, Senator Hillary Clinton
Tamera has served as Senator Clinton's COS since 2001. Prior to that, she served on the staff of West Virginia Senator John D. Rockefeller IV for nearly 15 years. Ms. Luzzatto began her career working for ACTION, the federal umbrella agency at the time for VISTA, Peace Corps, and other volunteer and service programs. Ms. Luzzatto also worked on the presidential campaigns of Democratic candidates Walter Mondale and Michael Dukakis.
- July 18 **Terry McAuliffe**, Campaign Chairman, Hillary Clinton for President
Terry served as Chairman of the Democratic National Committee from February 2001-February 2005. He is widely credited with rebuilding, reenergizing and revitalizing the Party, using new state of the art technology to connect grassroots activists with the Party's new information infrastructure. McAuliffe is also a New York Times and Washington Post bestselling author of the book "What A Party! My Life Among Democrats: Presidents, Candidates, Donors, Activists, Alligators, and Other Wild Animals."

- July 20 **Jon Davidson, Director of Advance, Hillary Clinton for President**
Jon served as Traveling Chief-of-Staff for Congressman Harold Ford, Jr.'s US Senate campaign. He previously worked in the private sector as Senior Vice-President of a DC-based communications firm. In 2004, he worked on the presidential efforts of General Wes Clark and Senator John Kerry. He has also served in the Scheduling and Advance Operation of former President Bill Clinton.
- Kim Molstre, Director of Scheduling, Hillary Clinton for President**
Kim worked in the office of House Speaker Nancy Pelosi (D-Calif.) and for Rep. Rosa DeLauro (Conn.) and former Minority Leader Richard Gephardt (Mo.). Kim served as the Deputy Executive Director of Americans United, an advocacy organization in Washington. She was also a Deputy Communications Director for the John Kerry presidential campaign.
- July 25 **Neera Tanden, Policy Director, Hillary Clinton for President**
Neera has served as Senator Clinton's Legislative Director and was the Deputy Campaign Manager and Policy Director for Hillary's Senate Campaign. Neera was the Senior Vice President for Domestic Policy for the Center for American Progress and also served as the Issues Director for the Democratic Congressional Campaign Committee (DCCC). Neera worked as the Senior Policy Advisor to the Chancellor of the New York City Schools, Harold Levy. Neera also served in the Clinton White House as the Senior Policy Advisor to the First Lady and Associate Director in the Domestic Policy Council.
- July 27 **Patti Solis-Doyle, Campaign Manager, Hillary Clinton for President**
Patti is the first Hispanic woman to lead a presidential effort in the United States. As a long time advisor to Senator Clinton, she served as Executive Director of HILLPAC and Friends of Hillary. Patti worked in the White House as the Director of Scheduling and Advance for First Lady Hillary Clinton and also served as an Assistant to the President of the United States.
- August 1 **Jonathan Mantz, Finance Director, Hillary Clinton for President**
Jonathan served as the Finance Director of New Jersey Gov. Jon S. Corzine's campaign. He was also the Deputy Executive Director and Finance Director for the Democratic Senatorial Campaign Committee as well as Director of Finance for the Democratic Congressional Campaign Committee.
- August 3 **Bob Nash, Deputy Campaign Manager, Hillary Clinton for President**
Bob served under President Clinton, including White House Director of Presidential Personnel, Under Secretary at the Department of Agriculture, Chairman of the Rural Telephone Bank Board and member of the Federal Commodities Credit Corporation. After leaving office, President Clinton named Bob to the Clinton/Bush Katrina Fund Board and to the board of the Clinton School of Public Policy in Little Rock, Arkansas.
- August 8 **Cheryl Mills, Counsel, Hillary Clinton for President**
Cheryl served recently as Senior Vice President, General Counsel, and Secretary of NYU; and as Acting Senior Vice President for Operations and Administration. She was Deputy Counsel to President Clinton and her legal experience also includes serving as Associate Counsel to the President and as Deputy General Counsel of the Clinton/Gore Transition Planning Foundation. Mills was Senior Vice President for Corporate Policy and Public Programming at Oxygen Media and the Founder of DCWorks, a non-profit organization devoted to the academic enrichment and interpersonal development of underprivileged high school students of color.
- August 10 **Peter Daou, Internet Director, Hillary Clinton for President**
Peter is the founder of Salon's Daou Report. In 2004, Peter directed online rapid response and blog outreach for the Kerry-Edwards campaign. He has appeared on MSNBC as a blog analyst and has served as an online communications consultant to leading political and public policy institutions including the United Nations Foundation, Media Matters, U.S. Newswire, and AARP.
- Judd Legum, Research Director, Hillary Clinton for President**
Judd served as the Research Director at the Center for American Progress and co-editor of the Progress Report. While in law school at Georgetown University, he was a research assistant for former White House chief of staff John Podesta. His writings have been published in numerous publications including *The Nation*, *The San Diego Union-Tribune*, *The DC Examiner*, *Salon.com* and *American Prospect Online*.
- August 17 **Harold Ickes, Senior Advisor to Campaign Manager, Hillary Clinton for President**
Harold served as the Deputy White House Chief of Staff for President Bill Clinton. He chaired Bill Clinton's presidential campaign in New York in 1992. Before that, he was a senior advisor to David Dinkins' successful mayoral election in 1989. In 2000, he was a senior advisor to Hillary Clinton's Senate campaign. He is currently the President of Catalyst, a company focused on progressive data collection and voter file organization.

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*For Internships and
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**21ST CENTURY U.S. FOREIGN POLICY:
DYNAMICS OF CHANGE**

**SYLLABUS
AND
READINGS**

**ROBERT E. HENDERSON
ASSOCIATE FACULTY
CLASS 3123 ST07
SUMMER TERM 2007**

THE WASHINGTON CENTER FOR
INTERNSHIPS AND ACADEMIC SEMINARS

*21st Century U.S. Foreign Policy:
Dynamics of Change*

Course 3123-ST07
Summer Term 2007

SYLLABUS 6/4/07

Instructor Robert E. Henderson
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Course Schedule Classes will be held Monday evenings 6-9:00 p.m.
at the Marymount University Ballston Campus
1500 Glebe Road, Arlington, Virginia

Class 1	Monday	June 4, 2007
Class 2	Monday	June 11
Class 3	Monday	June 18
Class 4	Monday	June 25
Class 5	Monday	July 2
Class 6	Monday	July 9
Class 7	Monday	July 16
Class 8	Monday	July 23
Class 9	Monday	July 30

Instructor Biography

Robert E. Henderson is a twenty-year veteran of building the institutions of change in the developing world with field experience in 44 countries including: Albania, Angola, Bolivia, China (PRC & ROC), Colombia, El Salvador, Ethiopia, Haiti, Hungary, Grenada, Guatemala, Mozambique, Nicaragua, Panama, Philippines, Romania, South Africa, Uganda, Yugoslavia (before dissolution), and Zimbabwe. Henderson has published numerous articles, monographs, and reports on the developing world and observed or organized more than 25 elections in transitional democratic countries.

From 1977 to 1981, Henderson was a Research Fellow at the **Center for Strategic and International Studies**. From 1981 to 1984, he served in the **State Department** as Special Assistant to the Assistant Secretary of State for International Organization Affairs, and prior to the Los Angeles Olympics was the State Department's Director of International Sports under the Office of the Counselor. Henderson left government in 1984, to become the Vice President for Programs of the **International Republican Institute** of the **National Endowment for**

Democracy. He completed his work with IRI as Acting President in 1991. From 1992 through 1994 he was in private consulting with various non profit organizations and the **United Nations.**

Henderson began a second career in 1994 in education. He was Senior Manager of the Humphrey Fellowship Program of the **Institute of International Education.** From April 1998 to August 2000, he was the Director of Internships with **The Washington Center for Internships and Academic Seminars** overseeing directors and program managers of The Washington Center. In August of 2000, Henderson was promoted to Vice President for Institutional and Federal Relations. He led annual recruiting drives and managed relations with over 1,000 affiliated campuses. Henderson expanded access to and developed contracts with the Federal Government. His association with The Washington Center began in 1977, as an agency intern supervisor and later as an instructor for classes in U.S. foreign policy.

Henderson accepted the position of Dean of Fellows at the **Center for the Study of the Presidency** in July 2002. The Center is a forty-year old non-profit organization dedicated to the study of the modern presidency. Henderson directed the academic outreach of the Center including the Fellows program; a yearlong home campus based research, writing, and publishing Fellowship for 85 of the nation's top undergraduates.

In December of 2005 Henderson was promoted to Vice President for the Center with responsibilities for writing and publishing an analytical monograph on the Foundation for International Understanding. The FIU is a new Congressionally funded initiative which will grant funds to U.S. and foreign producers of media for dissemination through multiple channels to promote tolerance and cross cultural understanding.

In September 2006 Henderson became an Advisor to the Center for the Study of the Presidency and began an assignment as Executive Director of 40Plus of Greater Washington, a job search skills training and career design group focused on professionals in transition. He completed that assignment in April of 2007 to concentrate on teaching.

Henderson has a **BA** from **Harvard University ('72)** and a **Masters of Science in Foreign Service** from **Georgetown University ('80)**, is rated a **Chief Technical Advisor for Electoral Processes** by the **United Nations Development Programme**, is a member of the **Afghanistan Reconstruction Study Group** of the Harvard Club of Washington, D.C., coordinates the **Iraq Afghanistan Roundtable** of the Center for the Study of the Presidency, and belongs to the **Academy of Political Science.** He was named **Faculty of the Year 2005 for the Washington Center.** He was raised in the West Texas oil town of Royalty and has lived in the Washington, D.C. area since 1975.

Course Description

Traditional definitions of threats are giving way to new approaches and thinking appropriate to the post-Cold War, post-9/11, and now the post Iraq War – environment. Failed states create conditions that threaten U.S. national security. Coherent and well-organized adversaries using nation-states as platforms for their ambitions are no longer eager to challenge the United States directly given the disparity in putative power, but political resistance to American hegemony is now an open question for many traditional allies and adversaries. New state adversaries are emerging in Iran, North Korea, and potentially in Palestine and beyond. Russia, China, Africa, the Middle East, and Latin America chafe at the constraints of a liberal political order.

What should the U.S. do to:

1. ensure security for its homeland,
2. reinforce the momentum towards an international order in which economic and political liberty are permanent and prominent features,
3. contain rogue states and stateless or state-sponsored, violent movements, and,
4. re-establish global moral and political leadership,
5. re-invigorate international institutions and ideas for areas requiring stabilization, reconstruction and development, and,
6. regain national focus on the critical tasks of nonproliferation, international organization mobilization, alliance management, and economic transformation of benighted countries and regions?

21st Century U.S. Foreign Policy: the Dynamics of Change examines evolving assumptions about U.S. national security in the wake of the September 11, 2001, terrorist attacks. The Bush Administration sought to revise traditional definitions of national security through the promulgation of a National Security Doctrine¹ wherein pre-emptive confrontation of adversaries and threats is policy and multilateral coordination is useful and desired, but not required. The realized costs of unilateralist policy leave few options but to engage allies and multilateral institutions. Did the Bush Doctrine strengthen or weaken the U.S. internationally with the invasion of Iraq? Has the Bush Doctrine evolved or has the Administration simply walked away from the pronouncements and policy directions heretofore boldly proclaimed?

The pre-war planning and the post-war management have created environments in Iraq and Afghanistan that provide a focus for this course. The current face off over the government of Iran's desire to have a nuclear capacity frame the contemporary policy environment. Case studies chosen by students drawn from these policy foci will be examined. Functional issues (U.S. government structural reform, intelligence, nuclear non-proliferation, bio-chemical warfare, terrorism, economic globalism, public health) will be examined through contemporary and historical sources and through the eyes of guest speakers to provide a diversity of perspectives from which to consider strategic and tactical U.S. foreign policy options.

¹ United States of America, *National Security Strategy, 2002*

Objectives

The course provides students with an analytical framework having predictive power.

The course will:

- define U.S. role(s) in the emerging global culture;
- examine foreign and domestic influences on U.S. National Security policy;
- introduce historical and modern evolutions of the international system; and,
- review democratic development with empirical data for contrast with “received,” revolutionary, romantic, scientific, theocratic, or traditional principles of social organization.

Statistical analysis buttresses democratic development theory. Contemporary political science posits theoretically coherent and statistically significant relationships among:

- democratically elected governments, institutional consolidation, and a diminishing frequency of international war;
- the factors sustaining an “anti-coup threshold” of per capita income and the frequency and type of regime change;
- a functional free press, representative government, and the absence of famine; and,
- pluralism and *vertical* accountability of governments to their citizens, *horizontal* accountability across institutions within states, *multilateral* accountability of nation states and increasingly *national leaders* to the international community.

The course will provide an analytical framework for students to understand the architecture of fully articulated foreign policy in an international environment shaped by the end of the Cold War, transformed by the 9/11 attacks, and re-focused by the continuing Wars or stabilization and reconstruction actions in Iraq and Afghanistan and the potential for ripples in the international order posed by the confrontation with Iran. Upon completion students will be able to:

- appreciate asymmetric security challenges;
- discuss Islam and democracy;
- evaluate the threats posed by autocracies to their citizens and the international community;
- examine alliance and resource management;
- grasp the aesthetics, ethics, and protocols of regime change and its historic utility;
- qualify proportionate versus disproportionate response;
- type autocracies either *authoritarian* or *totalitarian* (ideological and theocratic); and,
- understand the nature of *soft power* and the application and *the role of force*.

The course will also assure each student a common grounding in the history and dynamics of the international system as inherited by the 21st Century. Each student will have an opportunity to read original or secondary historical sources for the provenance of the international system and its hard logic.

Students will examine:

- the Warring States Period in pre-dynastic China,
- the Roman Empire,

- the Westphalian system leading to the post Treaty of Vienna Europe which dominated the 19th century and gave rise to the modern nation state, and,
- the emerging international system of the 21st Century.

Policies and Procedures

Instruction will be Socratic. Reading materials mastered prior to class will be used freely during class. Formal presentation of paper topic proposals provides case studies to illuminate or refute theory. Students will become expert on their chosen country (Iraq, Afghanistan, Iran, Russia, China, North Korea, etc...), functional area, international institution, or region challenge. Students will become fluent in the application of democratic development and contemporary national security strategy. Study groups are encouraged.

Participation means speaking at appropriate times and on topics related to the subject of the class. Informality and candor are encouraged, but respect for others viewpoints, respect for the person, and respect for each case study (i.e. other cultures) is required.

If you are going to miss a class or arrive late, please communicate with the instructor via email and phone as early as practicable. At least 24-hour advance notification is required to avoid unexcused absence. Late assignments will be reduced *one letter grade for each 24-hour delay in submission*. If prior arrangements in writing are made with the faculty member, reasonable delays or excuse from class due to work pressures, travel, medical, or family emergencies are allowed.

Course Requirements and Evaluations

The course will prepare students for public dissemination of their ideas. ***Each student chooses a paper topic upon which to concentrate during the term. The formal presentation of the Proposal before the class and the original Paper the student writes will focus on this topic.***

The proposal and paper will focus on a policy challenge to the United States in Afghanistan, Iraq, or Iran. Students may choose to concentrate on an international institution, or a functional issue from the contemporary array of national security and democratic development questions which may affect U.S. policy towards their country. *Each student will become an expert on that topic teaching the class what they have learned and what policy recommendations they would make for the U.S. government.* Each student will be expected to articulate why they believe their recommendations are a correct for the U.S., what other options have been considered and discarded, and *defend their policy recommendation(s)*.²

Evaluations will be based on attendance, class participation, demonstrated knowledge of the readings, timeliness, and written work. There will be 2 writing assignments and possibly several reading exams, depending on students' diligence in reading assignments. Each writing assignment will require re-writes, as these will be edited to publishing standards. *The Elements*

² Country based study teams are strongly encouraged. Meeting outside of class on a regular basis to discuss U.S. policy towards Iraq, Afghanistan, or Iran will allow sharing of best resources and references, joint interviews with policy experts and country specialists, and editing and review support among members of the team.

of Style by Strunk and White will serve as a writing guide for the course. Students are encouraged to purchase a copy.

Written Assignments

- **Proposals:** Students will choose a topic, region, or country for their focus. A hypothesis will be defined and tested. **At Class 3 a three-paragraph, 1 page draft of this proposal**, no more than 250 words in length, is due. The Proposal will be class edited, professor edited and returned at Class 4. **The Final Proposal is due Class 5.**
- **At Class 6 a refined draft of the 10-page research paper is due** for class editing, professor editing, and at returned Class 7. **Final Paper Due Class 8.**
- **Drafts are not optional. Drafts are required. These should be refined drafts, not first drafts. All written assignments are graded.**
- A sample proposal and a sample paper based on the *Chicago Manual of Style* format, are provided in the book of readings. Please use the CMS for papers.

Presentations

Formal presentations of paper proposals will begin at Class 4. (See Schedule) In addition, students will make presentations of reading assignments during the semester. *All students* are to prepare questions for the presenter who will be expected to provide crisp, cogent answers. Presentations will be critiqued and graded.

Reading Exams

I am philosophically opposed to examinations, **however, should attentiveness to readings diminish**, exams will be administered.

Grading Policy

Grades will be based on performance:

Attendance	10%
Class Participation	23%
Formal Presentation	23%
Written Assignments	44% (12% Proposal, 32% Final Paper)

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A Teaching Anthology

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Sun Tsu, <i>The Art of War</i> , a new Translation by R.L. Wing in Chapters 2, 3, 4	
<u>The Art of Strategy</u> , Broadway Books, New York 1988.	
Edward Gibbon, “Introduction, Chapters 1,” from <i>The Rise and Fall</i>	
<i>of the Roman Empire</i> , The Modern Library, New York, 1968.	
John Purecell, “The Arts of Government,” <i>The Oxford History of</i>	Handout
<i>The Roman World</i> , Oxford University Press, 2001.	
Maria Rosa Menocal, <i>The Ornament of the World</i> , Little Brown, 2003.	Handout
Ranko, Leopold, “The Formative Years” from <i>The Rise of the Great Powers</i> ,	Handout
Berlin, 1848.	
Folder 2 The Contemporary System	
James Baker and Lee Hamilton, <i>Iraq Study Group Report</i> ,	
New York, December 2006	
Francis Fukuyama, “The End of History,” <i>The National Interest</i> , June 1989.	
Samuel P. Huntington, “After Twenty Years: The Future of the Third Wave,”	
<i>Journal of Democracy</i> , Volume 8, No. 7, October 1997.	
Elliot Cohen, “History and the Hyperpower,” <i>Foreign Affairs</i> , July August	
2004, Vol. 83 Issue 4.	
John Lewis Gaddis, “Grand Strategy in the Second Term,” <i>Foreign Affairs</i> ,	
January/February 2005.	
Stephanic Kinney, “Fire in the Minds of Men,” (Excerpts from	
Department of State translations of unpublished Arabic texts) 2003.	
Universal Declaration of Human Rights, United Nations, 1948.	

Folder 3 Fundamentals of Democratic Development and the New Empiricism

Robert Henderson, "Liberal Democracy", Encyclopedia of Social Science and American Government, *Facts on File*, 2008.

Bethany Lacina, "Explaining the Severity of Civil Wars," *Journal of Conflict Resolution*, Vol. 50, Number 2, April 2006.

Staffan Lindberg, "The Surprising Significance of African Elections," *Journal of Democracy*, Vol. 17, Number 1, January 2006.

Malcolm Gladwell, "The Tipping Point," *The New Yorker*, June 6, 1996.

Mansfield and Snyder, "Democratization and War," *Foreign Affairs*, 1994.

Alina Mungui-Pipidi, "Corruption: Its Diagnosis and Treatment," *Journal of Democracy*, Vol. 17, Number 3, July 2006.

Patricio Navia and Thomas Zweifel, "Democracy, Dictatorship, and Infant Mortality Revisited," *Journal of Democracy*.

Guillermo O'Donnell, "Horizontal Accountability in New Democracies," *Journal of Democracy*, Vol. 9, Number 3, July 1998.

Amartya Sen, "Famine and other Crises," from *Development as Freedom*, Alfred A. Knopf, New York, 1999.

Handout

Folder 4 Contemporary Challenges and Opportunities

Cullison, Allan, "Inside Al-Qaeda's Hard Drive," *The Atlantic Monthly*, September 2004.

Boroumand, Ladan and Roya, "Terror, Islam, and Democracy," *Journal of Democracy*, Volume 13, Number 2.

Crocker, Chester, "The Lessons of Somalia," *Foreign Affairs*, May/June 1995.

Robert Rotberg, "The New Nature of Nation-State Failure," *The Washington Quarterly*, Summer 2002, Volume 25, Number 3.

Linberg, Steffan I., "The Surprising Significance of African Elections," *Journal of Democracy*, Volume 17, Number 1, January 2006.

Supplementary Readings

Analytical

Robert E. Henderson, "Conceptual Model," 2001-2003.

Henderson, Iran Game

Dr. A.Q. Khan, *Research Laboratories 1976-2001:*

25 Years of Excellence and National Service, Islamabad, 2002.

Handout

Handout

Statistical

The 31st Annual Freedom House Survey and Sample Country Summary. On line
Heritage Foundation, *Index of Economic Freedom*, Sample page from Web site On line
Scientific American, *Trade Globalization*, November 2002. On Line

SCHEDULE OF CLASSES

Class 1	Monday June 4, 2007	Discussion of Attendance Add/Drop
	Introduction to the course:	Class procedures Definition of terms Proposals and papers Readings and exams Selection of case study topics
	Introduction to the International System:	Competitive, Dynamic, and Evolutionary Analytical/Conceptual frameworks Democratic Development Theory Transition Paradigm National Security in the World Order/Disorder Democratic Peace & Failed States
	Introduction of Section 1 Readings: Continuity across millennia Ancient Chinese, Roman, Islamic, European, and contemporary definitions of: civil society, concepts of citizenship, legitimacy, national security, sovereignty, rule of law, role of leadership, terrorism, and war (jihad vs. just war).	
	Choosing a country or a topic of importance for U.S. National Security (Afghanistan, Iraq, Iran, Russia, China, Cuba, Palestine, Hezboullah, Hamas or a functional area— Refugees, Non-proliferation, HIV-AIDs, etc...). Be prepared to discuss at Class 2.	
Class 2	Monday June 11	Attendance Add/Drop
	Readings:	Sun Tzu, <i>The Art of War</i> Purcell, <i>The Arts of Government, Oxford History of the Roman World</i> Gibbon, <i>Decline and Fall of the Roman Empire</i> Ranke, "Formative Years" from <i>Rise of the Great Powers</i> Kinney, "Fire in the Minds" Treaty of Westphalia
	The architecture of foreign policy: What do countries want and how do they get it? Defining international policy objectives, strategy, tactics, resources, and options to acquire them. Has the international system repeated patterns from the mists of history through to today? Policy, Position, and Preference: (Where you stand, depends on where you sit) Presentation of Readings and Discussion	

Culture and Globalism in a Competitive, Dynamic, Evolutionary System
Emergence of Institutions of Governance
Roman Law and Governance
The Management of Empire
Definitions of International Order/Disorder

Discussion of Policy Proposals, Papers, and Formats
What is a policy paper? Simple outline:
Background of issue including objectives
Discussion of options leading to policy recommendations
Definition of a testable hypothesis on which to base policy recommendations

Class 3 **Monday June 18** **“At Class 3 a three-paragraph, 1 page draft of this proposal, no more than 250 words in length, is due.” See samples in readings.**

Readings: **Proposal Presentations: 1, 2, 3, 4**
Menocal, *The Ornament of the World*
Fukuyama, “End of History”
Huntington “After Twenty Years”
Boroumand, “Terror, Islam, and Democracy”
Jalaili, “Future of Afghanistan”
Sheriff, “Modernization of the Muslim World”
Nasr, “Rise of Muslim Democracy”
A.Q. Khan I, “The Wrath of Khan”

A discussion of Civil Society:

What is it, how is it nurtured, and how is it created? Extrapolating plural institutions into the international system. What are the beginnings of an international civil society and what exactly does an international rule of law mean?

Islam as a cultural phenomena:

Does Islam promote violence?
Origins of contemporary Islamist totalitarianism and the conceptual inadequacies of “the War on Terror”
Is Islamist Totalitarian ideology an organizing principle of society and/or a world shaping idea?
Are the restoration of the Caliphate and the recovery of Andalusia part of your agenda?
Does Islam negate civil society and secular government?

Class Edit of Proposals, Introduction of Class 4 readings

Class 4	Monday June 25	<p>Proposal Drafts Returned with instructor edits Proposal Presentations: 5, 6, 7, 8</p> <p>Readings: Baker Hamilton, <i>Iraq Study Group Report</i> Gladwell, "The Tipping Point" Mansfield and Snyder, "Democracy and War" Navia, Zweifel "Infant Mortality" O'Donnell, "Horizontal Accountability in Emerging Democracies" Scn, <i>Development as Freedom</i></p> <p>Empiricism and social orders A new look for political science and public policy debates Fundamentals of democratic development theory revisited Introduction of Failed State Theory Return and Discussion of Draft Proposals, Introduction of Class 5 readings</p>
Class 5	Monday July 2	<p>"The Final Proposal is due Class 5" Proposal Presentations 9, 10, 11, 12</p> <p>Readings: Cohen , "History and the Superpower" Gaddis, "Grand Strategy and the Second Term" Bergen, "Blowback Revisited" Diamond, "Building Democracy after Conflict" Dobbins, <i>Beginner's Guide to Nation Building</i> Lindberg, "Surprising Significance of African Elections" Mungui-Pipidi, "Corruption"</p> <p>19th Century Europe and the World (yet another New World Order) Introduction to international organizations, theory and practice When did the 19th Century End and when did the 20th Century begin</p> <p>Proposals and review of policy paper and format guidelines</p> <p>Introduction of Class 6 readings</p>
Class 6	Monday July 9	<p>"At Class 6 a refined draft of the 10-page research paper is due"</p> <p>Movie Night <i>Blackhawk Down</i></p> <p>Readings: Crocker, "Lessons of Somalia" Rotberg, "Failed States" Cullison "Inside Al-Qaeda's Hard Drive" Sun Tzu, continued</p>

