Master of Arts in International Affairs and Leadership

STUDENT HANDBOOK

2020 – 2021

Effective May 28, 2020
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Program Information

Overview
The MA in International Affairs and Leadership offered by The School of Politics and Global Studies in collaboration with the McCain Institute in Washington D.C. prepares students for international leadership roles in a dynamic active learning environment led by senior international affairs professionals from the public and private sectors. Drawing on the McCain Institute’s access and connectivity in Washington D.C.’s international community, and ASU’s extensive academic capacity, students will acquire a distinctive edge to succeed in the full spectrum of international affairs professions.

Guided by Senator John McCain’s legacy of public service, and values that have guided the McCain family for generations, ASU’s McCain Institute is a non-partisan do-tank dedicated to advancing character-driven global leadership based on security, economic opportunity, freedom and human dignity—-in the United States and around the world. The Institute implements concrete programs aimed at making a difference in people’s lives across a range of critical areas: leadership development, human rights, rule of law, international security and combating human trafficking. The Institute provides an open and non-partisan forum for public debate and constructive engagement. The program offers a unique blend of leadership capacity development, both theory and practice, U.S. foreign policy decision-making, regional international affairs knowledge, and key global issues substantive training.

Students will take coursework at ASU’s Washington Center, the Barrett and O’Connor Building, as well as complete selected iCourses or as a combination of in-person and digital environment.

Faculty and Staff
Students may contact the following faculty and staff for questions regarding the program.

Ambassador Edward B. O’Donnell
Program Director, M.A. in International Affairs and Leadership
Edward.ODonnell@asu.edu
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Emmanuel Guerrier
Education Program Coordinator Sr, McCain Institute
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Admissions
Applicants must fulfill the requirements of both the Graduate College and The College of Liberal Arts and Sciences. Applicants are eligible to apply to the program if they have earned a bachelor's or master's degree in any field from a regionally accredited institution.

Applicants must have a minimum of a 3.00 cumulative GPA (scale is 4.00 = "A") in the last 60 hours of a student's first bachelor's degree program, or applicants must have a minimum of a 3.00 cumulative GPA (scale is 4.00 = "A") in an applicable master's program.

All applicants must submit the following on the graduate admissions page (https://webapp4.asu.edu/dgsadmissions/Index.jsp):

- Graduate admissions application and application fee (the application fee may be waived in specific cases)
- Official transcripts
- Professional resume
- Letter of intent
  - Using the letter of intent, applicants should narrate their own leadership journeys as well as their motivations for further studies in the areas of international affairs and leadership. The letter of intent should describe applicants’ academic and professional interests to date, their definitions of character-driven leadership, their reasons for pursuing a master’s degree in International Affairs and Leadership, and how this advanced degree relates to their specific future goals. Successful applicants must be able to tell a concise, coherent story about their past experiences and future goals. Two-page maximum page limit.
- Writing sample
  - Applicants must submit a three to five page (3-5), double-spaced writing sample. The writing sample should be used to showcase the applicants deep-rooted interest in international issues of the future and a desire to influence them through character-driven leadership within the context of an increasingly complicated, globalized world. Successful applicants must be able to demonstrate their critical thinking skills and ability to write a concise, coherent analysis about the topic.
- Proof of English proficiency if native language is not English (see https://admission.asu.edu/international/graduate/english-proficiency for details)
• The GRE or GMAT is not required but can be submitted as an additional applicant material

Tuition and Costs
Tuition is set by ASU and the Arizona Board of Regents every year. As an example, for 2019-2020, fulltime (9 credit hours per semester) in-state Arizona residents in the MA International Affairs and Leadership program will pay a total amount of $17,540 per year, fulltime (9 credit hours per semester), out-of-state residents will pay a total amount of $29,364 per year, and fulltime (9 credit hours per semester) international residents will pay a total of $31,020 per year. These totals include the tuition, program fee, and other University fees. The year totals are calculated using the ASU Tuition Calculator.

Financial aid is available through the ASU Financial Aid office and the Graduate College. Please visit ASU’s Financial Aid office or Graduate College Funding Opportunities for more information.

Program Requirements
The MA-IAL program requires 36 credit hours to be successfully completed prior to graduation. The program has five required courses, for a total of 15 credit hours, that are to be completed at various stages of the program. The five required courses are listed below:

1. IAL 501: Principles of Character-Driven Leadership
   a. Must be completed within the first two semesters of enrolling in the program.
   b. To be offered every Fall semester
   a. Must be completed within the first two semesters of enrolling in the program.
   b. Will be offered in both the Fall and Spring semesters
3. IAL 503: Applied International Leadership: Case Studies
   a. Should be completed prior to the final semester of study
   b. To be offered every Spring semester
4. IAL 584: Real World Application and Experience (Internship)
   a. Should be completed prior to the final semester of study
5. IAL 560: Capstone
   a. Must be taken during the last semester of study

The remaining 21 credit hours, 7 classes total, are elective courses to be selected by the student. Any IAL 3-credit class will fulfill the requirement of an elective. Select courses from other programs will be considered on a case by case basis. Please consult with the academic advisor on any advising questions.

Course Descriptions
Please find descriptions of courses to be offered throughout the program:

IAL 501: Principles of Character-Driven Leadership, 3 credit hours - Principals of Character Driven Leadership provides the student with the core concepts of character driven leadership.
defined as the commitment to do the right thing, the right way for the right reasons. The course focuses on values—individual, organizational, and national—along with ethics, culminating with a clear understanding of leadership. Students will explore the “leader in me” by examining the values that they embrace and the causes that they believe in, along with understanding “the environment I lead in” and the criticality of comprehending where they lead and who they lead.

**IAL 502: The Making of U.S. National Security Policy, 3 credit hours** - IAL 502 outlines the origins and current structure of America’s national security architecture. Using actual policy decisions, students will exercise the process of analysis, decision-making and translating into action, elements of the country’s national security agenda. The course will also include intensive analysis of the intent and outcome of such critical policy decisions and the leadership exercised by the participating decision-makers.

**IAL 503: Applied International Leadership: Case Studies, 3 credit hours** - IAL 503 builds on the theoretical and practical foundation of the character-driven leadership curriculum conveyed in IAL 501. During the semester, students will engage with faculty and with each other in multiple in-depth applied leadership scenarios, examining various aspects of leadership in international settings. The semester will culminate in individual student presentations analyzing a complex international leadership challenge. Case studies and scenarios in international settings with real-world choices and dilemmas that require group decision-making and leadership in a pressure-filled, crisis situation to achieve a peaceful and successful outcome.

**IAL 584: Internship, 3 credit hours** - Students identify and participate in an instructor-approved semester-long field project in the public or private sector in an international setting, either abroad or with a U.S.-based international organization. As part of the internship, the student must integrate into the assigned organization’s professional team and participate in its mission achievement.

**IAL 560: Capstone, 3 credit hours** - Each student must prepare a comprehensive presentation capturing the knowledge and insights gained during the degree program, focused on a specific international affairs leadership challenge. A 45-minute oral and written presentation must show analytical rigor and defend a tangible strategic plan for achieving impact and positive change.

**IAL 504: U.S. Diplomacy in Action - the Embassy Country Team, 3 credit hours** - Led by a former U.S. Ambassador, students constitute an U.S. Embassy Country Team for a specific country and manage a reality-based diplomatic agenda. Students will be assigned the actual roles of Embassy team members, and together with their “Ambassador” will practice how U.S. foreign policy is developed and executed in the field and for the final written and oral project will develop and present new, creative programs for promotion of U.S. interests to improve the bilateral relationship with the country.
IAL 505: The Modern Global Economy: Dollars and Sense, 3 credit hours - Students will be challenged to consider future economic and business trends and technology that offer growth and opportunities, but also economic and business developments that threaten stability such as cyber threats and pandemics. Traditional trading and finance global systems will be compared to the rising new economic “nationalism”. Regional economic alliances will be evaluated.

IAL 508: Transatlantic Relations: Does Europe Still Matter?, 3 credit hours - IAL 508 projects forward the directions the U.S. and Europe are moving. The students will be challenged to analyze and consider “over the horizon” trends and opportunities, but also the risks of conflict and how to mitigate and solve challenges. Case studies will present “Character-driven leadership” by U.S. and European leaders as they manage issues of cooperation and competition.

IAL 509: Western Hemisphere: Good Neighbors, Tough Challenges, 3 credit hours - This course will explore the opportunities and challenges facing the United States in its relationships with its regional neighbors, including Canada, Mexico, Central America, the Caribbean and South America. The lectures and readings will consider how the region’s social, cultural and economic history shapes its relations with the U.S. and the rest of the world.

IAL 511: Human Rights and Realpolitik, 3 credit hours - This course will explore the origins of the human rights movement, watershed moments, and contemplate what may be next. The course is based on the foundation that respecting human rights is not simply the right moral choice, but one that has an economic and national security implications: that the world is more prosperous and more secure when freedom and rights are universally afforded.

IAL 512: Setting a Global Counterterrorism Agenda, 3 credit hours - Students analyze, discuss, and propose tactics and strategies for countering global terrorism, mainly, but not exclusively from the U.S. perspective. IAL 512 focuses on U.S. counter-terrorism strategy against Middle East terrorism since 9/11. Based on actual policy decisions, students will exercise the process of decision-making and translating into action, elements of the U.S. counter-terrorism agenda in partnership with allies and adversaries.

IAL 514: Transnational Challenges - Combatting Human Trafficking, 3 credit hours - A practical, global, interdisciplinary examination of the many issues surrounding human trafficking and modern slavery. Students will connect similarities and differences between historical and modern-day slavery, analyze the role and impact of criminal and civil justice sector decisions and actions in fighting human trafficking and understand the role of international and national laws and other government rulemaking.

IAL 598: Special Topic Courses, 3 credit hours - These are new courses that are developed by ASU Professors of Practice and other ASU faculty that serve the educational outcomes of the program but have not yet been turned into permanent courses. A GSC 598 course is an approved elective in the programs.
Foreign Language
Obtaining a foreign language is a critical skill for international affairs leaders that will continuously help them throughout their careers. It is highly encouraged, although not required, that students of the IAL program spend time working on this. We have a partnership with the School of International Letters and Cultures (SILC) at ASU to provide accessible language classes in an online format to students in the IAL program. Various proficiency ranges and certifications are available through this collaboration. Students may incur additional costs to attend these classes that they are responsible for.

Enrollment
Once admitted to the IAL program, students must be registered for a minimum of one graduate credit hour during all phases of graduate education. Summer enrollment is optional. Students pursuing a summer graduation must be enrolled in the summer. To maintain continuous enrollment the credit hour(s) must either be a graduate-level course approved within the program or be listed as continuing registration. Courses with grades of “W” and “X” are not considered valid for continuous enrollment purposes. Students completing work for a course in which they received an “I” must maintain continuous enrollment during the time in which they are completing the work for that course.

Students are advised to register for between 1 and 4 courses each semester dependent on the amount of time they have to dedicate for that semester. Nine or more credits in a semester is considered full-time graduate enrollment.

A student planning to discontinue enrollment for a semester or more must submit a Request to Maintain Continuous Enrollment via the student’s IPOS. The request must be endorsed by the Director of the program and the Director of SPGS and must be approved by Vice Provost for Graduate Education. This request must be filed and approved before the anticipated semester of non-enrollment. Students considering this request should research how this may impact financial aid or other benefits. Students may request non-enrollment for a maximum of two semesters during the entire program. There is no maximum for students requesting a leave of absence due to military orders. Students requesting military leave should contact the academic advisor for appropriate forms.

If the student fails to enroll for a Fall or Spring semester without an approved Request to Maintain Continuous Enrollment or other approved leave, the student is considered withdrawn from the university under the assumption that they have decided to discontinue their program. Students removed for this reason must reapply for admission to resume the degree program. Students should maintain enrollment in the IAL program continuously, even if the student is co-enrolled in multiple programs. At least one IAL course should be completed in each the fall and spring semesters. Any exceptions to this must be approved by the program faculty director.

GPA Requirements
A student enrolled in the IAL program is required to maintain a cumulative grade point average
(GPA) of at least 3.0. If a student cumulative or semester GPA falls below 3.0, the student is placed on academic probation for one semester. The goal of this status is for the student and the program director to work with the student to improve performance. A student who is unable to achieve the required GPA in the following semester may be subjected to dismissal following a request by the program director to the Dean of the ASU Graduate College. Cumulative, Graduate, and IPOS GPA must be at 3.0.

**Transfer/Pre-Admission Courses**
The IAL program may accept up to 6 transfer credits for prior graduate-level training with grades of “B” or above, completed within the last three years, and not used for a previously completed degree, subject to approval by the program director and the Graduate College. Specific situations may be reviewed on a case-by-case basis. Students should contact the Graduate Program Coordinator, Emmanuel Guerrier, for information on how to request a transfer credit evaluation. Please see the ASU Graduate College policy for more information ([https://graduate.asu.edu/current-students/policies-forms-and-deadlines/policy-manuals](https://graduate.asu.edu/current-students/policies-forms-and-deadlines/policy-manuals)).

**Incomplete Grades**
A graduate student should avoid taking a grade of “I” (incomplete) for any course if at all possible. If an “I” grade is deemed necessary, the student may be allowed any duration of time up to one year to complete the incomplete work and receive a final grade. The length of time for the extension is determined by the course instructor. If the “I” grade is not replaced with a final grade within one year of the official end of the course, it will become a permanent grade on the student’s transcripts.

**Satisfactory Academic Progress**
A graduate student is expected to make steady progress towards completion of their degree. This involves meeting the standards and deadlines of the ASU Graduate College as well the requirements established by the School of Politics and Global Studies.

A student’s progress through the MA in International Affairs and Leadership program is assessed at the end of each semester. The standard for satisfactory progress is completion of all course requirements with an overall graduate GPA maintained of at least a 3.0, no more than 2 Incompletes in a one-year period, and the student is on track to complete the Capstone requirement within the six-year time limit for the completion of the MA.

If, in the progress review, the faculty determines any deficiency in a student’s progress or performance, notification will be sent to the student, which will outline a required course of action. These requirements might include completing Incompletes (see Incomplete Polices), raising the GPA, or beginning the Capstone. If the student does not comply with the requirements, the student may be recommended for dismissal to the Graduate College. Only the Vice Provost for the Graduate College or their designee can dismiss a student from their graduate program. This dismissal may be appealed if done within 10 days of when the recommendation for dismissal has occurred. A student may also voluntarily withdraw at this
point to avoid having a dismissal on their records. The full description of ASU Graduate College rules and procedures for dismissals can be found at: https://graduate.asu.edu/sites/default/files/satisfactory-academic-progress-guidelines-and-dismissal-processes_1.pdf.

A student can be placed on probation for a variety of reasons including; failure to maintain an iPOS, allowing the cumulative or semester GPA to fall below 3.0, having more than two incomplete (“I”) grades within a 12-month period, or failure to meet degree program requirements and deadlines.

A student should take being placed on probation as a strong warning that continuing status in the program is in jeopardy unless corrective action is taken. A student can be placed on probation by the Director(s) of the graduate programs. The student may appeal this action is writing to the Director of SPGS within 10 days of the written notification. Appeals should be based on unusual circumstances, hardships, or error in the student’s record. Any supporting documents from the student’s professors should be included.

The student will be removed from probation when the conditions of the probation have been satisfied by the stated deadlines. The student will then be considered in good standing. Failure to satisfy a condition by the deadline will result in the actions specified in the original probationary letter. If the latter actions are pursued, the student will be notified in writing by the Director of SPGS and will have 10 days to appeal the decision in writing. The student will be notified in writing of the final decision. Upon recommendation from the Program Director and the Director of SPGS, the Graduate College can withdraw a student who is not progressing satisfactorily.

A graduate student who has been withdrawn from a graduate program at ASU due to lack of satisfactory academic progress is eligible to apply for admission to the same program only after one year from the term of the withdrawal.

**Academic Grievance and Grade Appeals**
Students who have a grade dispute or other academic grievance should first address the concern with the relevant faculty instructor. If the dispute or appeal is not resolved with the instructor, the student may appeal to the faculty program chair/director per the University Policy for Student Appeal Procedures on Grades. https://catalog.asu.edu/appeal

General grievances can be routed to the academic advisor or program faculty directors.

**Time-To-Degree**
A student may work towards completing the degree at their own pace. However, according to ASU policies, the maximum time to complete an MA is six consecutive years. The six years begins with the semester and year of admission to the program. Graduate students must
remain continuously enrolled in at least one graduate credit hour in fall and spring semesters from the start of a program to degree completion.

**Graduation**
To graduate from the IAL program, a student must successfully complete all program requirements. Once a student has reached the semester of intended graduation, the student must follow the graduation deadlines and procedures outlined by the ASU Graduate College which can be found at: [https://graduate.asu.edu/current-students/completing-your-degree](https://graduate.asu.edu/current-students/completing-your-degree)

Each student should review the iPOS against their current ASU transcript continually, and at the beginning of the last academic term. Any changes necessary to make the iPOS match the official transcript should be done through the iPOS link in MyASU ([http://my.asu.edu](http://my.asu.edu)).

Students must apply for graduation and pay the graduation fee. From the MyASU page, select the “Graduation” tab from “My Programs” and follow the online instructions. If application for graduation is made after the deadline, the student will be assessed a late fee. [https://students.asu.edu/graduation](https://students.asu.edu/graduation)

Students may opt to participate in graduation ceremonies through the ASU Ceremonies office. An official RSVP must be submitted to participate in ceremonies. Official graduation ceremonies take place in fall and spring semesters. Students graduating in the summer may opt to participate in spring or fall ceremonies; however, the degree will not be conferred until all program requirements are met. Please see the MyASU page, “Graduation” tab or [https://graduation.asu.edu/](https://graduation.asu.edu/) for information on ceremonies.

**ASU Policies and Resources**

**Student Responsibilities**
It is the responsibility of each student to understand and observe all procedures and requirements specified by ASU’s Graduate College and the School of Politics and Global Studies (SPGS). It is a requirement for all students to read and understand the MA-IAL Graduate Student Handbook, the ASU Academic Catalog and Graduate College Policies and Procedures. While program faculty and staff provide academic advice and assistance, the ultimate responsibility for meeting degree and other requirements rests with the student.

All ASU students are required to have an active ASU e-mail account and to check it frequently. Students may forward their ASU email to another preferred account but are still responsible for frequently checking their official ASU email account for correspondence. Instructions on how to forward email can be found on the ASU Service Center tab via the MyASU page.
Information is provided to students via MyASU (http://my.asu.edu) and students should frequently check the MyASU page for information regarding their status, holds, and list of “to do” items.

Academic Integrity
The highest standards of academic integrity and compliance with the university’s Student Code of Conduct are expected of all graduate students in academic coursework and research activities. The failure of any graduate student to uphold these standards may result in serious consequences including suspension or expulsion from the university and/or other sanctions as specified in the academic integrity policies of individual colleges as well as the university. Violations of academic integrity include, but are not limited to: cheating, fabrication of data, tampering, plagiarism, or aiding and/or facilitating such activities. At the graduate level, it is expected that students are familiar with these issues and that students assume personal responsibility in their work.

Discrimination Complaints
It is a violation of ASU policy to discriminate against any employee or student on the basis of that individual’s race, color, religion, national origin, citizenship, sex, gender identity, sexual orientation, age, disability, Vietnam-era veteran status, special disabled veteran status, and other protected veteran status, newly separated veteran status, or any other unlawful discriminatory grounds. Complaints should be filed within 120 days of the last act of alleged discrimination. The director of the Office of Equity and Inclusion may waive or extend this time frame for good cause such as holidays or times that classes are not in session. An employee or student (or member of the public in cases of disability complaints) who believes that they have been unlawfully discriminated against may discuss his or her concerns with the director or an assistant director of the Office of Equity and Inclusion, file a report, and/or file a complaint of unlawful discrimination with the Office of Equity and Inclusion (https://cfo.asu.edu/hr-equityandinclusion).

The Office of Equity and Inclusion review of complaints is a confidential process because it involves personnel matters. The parties to the complaint are guaranteed confidentiality except as noted in the policy and as necessary to conduct a thorough and fair investigation of the complaint. All witnesses in a complaint investigation are guaranteed confidentiality. All documentation and reports received and/or developed as part of the report/complaint process, including investigative reports are considered confidential unless otherwise noted in the policy. To review the official policy, see “ACD 403: Procedures for Resolving Complaints of Unlawful Discrimination” in the Academic Affairs manual (http://www.asu.edu/aad/manuals/acd/).

Crisis Services
ASU Counseling Services prioritize immediate access to services to ensure that all students who request or need services can be seen the same day- no appointment is necessary. You can call or walk in and be seen anytime at one of four campus locations (https://eoss.asu.edu/counseling/location) between Monday-Friday, 8 a.m. – 5 p.m. If you need
assistance outside of business hours, please call EMPACT’s 24-Hour ASU-dedicated Crisis Line: 480-921-1006.

Counseling Services
Faculty, staff, and parents can be very helpful in supporting a student in distress to access counseling services. ASU Counseling Services staff offers consultation assistance to concerned parents, faculty, staff, and other students who have concerns about a student. By speaking with one of our counselors, you can receive information about how to talk with a student experiencing difficulties and how to access various resources. You may call any ASU Counseling Services location and ask to speak to a counselor who will help you decide what options are available. If a crisis occurs on or near campus students, faculty, and staff may be affected. ASU Counseling Services staff will schedule meetings with groups of faculty, staff, and students who have been affected by a crisis. You may call any ASU Counseling Services location (https://eoss.asu.edu/counseling/location) and ask to speak with a counselor who will talk with you about your needs.

Title IX
Title IX is a federal law that provides that no person be excluded on the basis of sex from participation in, be denied benefits of, or be subjected to discrimination under any education program or activity. Both Title IX and university policy make clear that sexual violence and harassment based on sex is prohibited. An individual who believes they have been subjected to sexual violence or harassed on the basis of sex can seek support, including counseling and academic support, from the university. If you or someone you know has been harassed on the basis of sex or sexually assaulted, additional information and resources are available for you at https://sexualviolenceprevention.asu.edu.

University Resources
ASU Counseling Services: https://eoss.asu.edu/counseling
ASU Health Services: https://eoss.asu.edu/health
International Student Services: https://issc.asu.edu/
Disability Resources: https://eoss.asu.edu/drc
Graduate and Professional Student Association: https://gpsa.asu.edu/
Tuition and Fees: https://students.asu.edu/tuitionandfees
ASU Graduate College: https://graduate.asu.edu/
ASU Online: https://asuonline.asu.edu/
Pat Tillman Veteran Center: https://veterans.asu.edu/