

**The George Washington  
University Elliott School of  
International Affairs**

**IAFF 6159 Section 10: Capstone Course for ISTP  
Program  
Spring 2017  
3.0 Credits**

Instructor: Kei Koizumi

Office Hours: by appointment

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Class meetings will be held at 1957 E Street, CISTP Conference Room 4<sup>th</sup> floor Tuesdays 7:10-9:00 PM

**Course Description**

This course is the final project for the Masters Program in International Science and Technology Policy. Students produce a policy paper for a client under conditions that are as close to those experienced by a professional consultant as possible. Students, working in teams, find a client with a policy problem, negotiate a terms of reference, research the problem, and produce a policy paper with policy recommendations. Policy recommendations are given in a policy paper and in a public presentation at the end of the semester.

In this course, all work is done by small teams. Typically, a team has 2 to 4 people. In general, 3 people is the best size.

**Course Prerequisites**

Course work in Masters Program in International Science and Technology Policy; fulfilling requirements to graduate in spring 2017.

**Pre-Capstone**

In the fall semester, the instructor and students gather in informal pre-capstone meetings to assemble teams and to match each team with a client, and prepare a terms of reference for each team's project. The pre-capstone preparations are required for all participants in the capstone course.

**Goal of Course (Learning Objectives)**

At the end of this course, students should be able to conduct policy research for their own organization or a client. They should be able to organize this research into clear policy statements and argue the validity of these policy proposals. They should also be able to know the strengths and weaknesses of the policies that they are recommending. In all, this course has five major goals:

1. The ability to conduct policy research for a client and produce policy recommendations.

The goal is assessed by:

Negotiated Terms of Reference with a client for policy research. The terms of reference should be clear, logical, and describe work that can be done within a semester.

Following the schedule for the semester and meeting deadlines; and

Producing work products on schedule

2. Ability to conduct research in depth.

This goal is assessed by:

Use of library, web, and other resources to find adequate background on problem;

Use of interviews with stakeholders to get comprehensive view of problem and issues affecting policy recommendations; and

Proper use of citations and sources.

3. Ability to craft realistic, actionable policy recommendations that could be used by the client.

This goal is assessed by:

Use of material from all courses in ISTP that is relevant to the problem;

Identifying potential actions that are within the legislative, legal, or other scope of the client; and

Identifying potential actions that are within the scope and resources of the client.

Note: By its nature, policy often is shaped by political beliefs. This course does not require you to produce recommendations that can be accomplished within the current administrative/political structure. As far as possible, the course will judge the work without judging the political nature of the recommendations. However, all policy recommendations need to be accompanied by a statement of how they may be accomplished within the existing political framework. Projects should identify the laws and policies that would need to be changed to accomplish the recommendations.

4. Ability to express policies clearly and argue their value.

This goal is assessed by:

Clear use of English;

Papers and presentations that follow policy paper forms;

Clear oral presentations; and

Clear use of standard rhetorical forms.

5. Ability to understand strengths and weaknesses of policy.

This goal is assessed by:

The assessment section of the paper; and

An honest assessment of strengths and weaknesses in presentations of the project.

### **Grade Computation:**

In general, the grade for the course is computed according to the formulas below. Should there be any anomalies in the class, such as failure to complete the final paper or any other intermediate product, there will be adjustments to the formulas at the discretion of the instructor. The grade will be computed from four products:

### **Terms of Reference (5%)**

A 2-4 page agreement between your group and the client. It should follow the standard Terms of Reference form.

**Preliminary Statement of Findings & Annotated Bibliography (10%)**

This project is a preliminary statement of the team's conclusions and a list of reference works that will be used to shape the project. The statement of findings should not exceed 2 pages or 800 words. It should contain:

- Current Statement of Policy Goal
- Current Proposed Policy Statement
- Interviews Completed
- Interviews still desired by the team

The Annotated Bibliography should MLA, Chicago, IEEE or some other standard Bibliography format. It should have at least 35 references. In general, it should contain at least:

Ten references that give the background of the policy problem. Usually, these should be books or more formal papers.

Five references describing the theoretical approach (Economic, political, technical, etc.) that you will be using to guide your policy. (In some cases, this has been only one book.)

Twenty references to papers, web sites, news articles, etc., that describe the problem and current attempts at policy solutions.

References to all interviews including subject name, information, and date of interview.

To create the bibliography, you should go to the Library and talk with the reference librarian. In general, you should check JSTOR and Proquest, as well as *Science*, *Nature*, *NRC Science & Technology Policy*, *Spectrum*, and *Foreign Policy*.

Early in the semester, the instructor may ask for a *preliminary abstract* of the capstone paper. This paper will be the form required by the S&T Global conference, the graduate Science & Technology Policy conference that is held every spring at the AAAS in Washington, DC. You will be strongly encouraged but not required to submit your capstone project to the conference and deliver a talk at the meeting. The due date for the preliminary abstract may be adjusted to match the deadline for submitting abstracts to the conference. (The 2017 conference is March 24-25, 2017; deadline for submissions is January 13. See [stglobal.org](http://stglobal.org).)

**Draft Paper (15%)**

A rough draft of the final paper (see below). It will be returned with detailed comments.

**Policy Paper (50%)** An 8,000 word paper in standard policy-paper format. (This will be explained and documented in class.) This paper should present the policy recommendations and argument for their acceptance. It should present the background for the problem and assess the strengths and weaknesses of the policy.

**It should contain:**

Executive Summary

Introduction to Problem

Background of policy

Policy statement

Argument Assessment

Bibliography (need not be the same as the submitted bibliography)

Appendices (may have one or more appendices that contain supporting material. The appendix will not be counted against the 8,000 words)

Author Biographies

Note: Your client may require the policy paper in a different form. However, the final paper for the course will have to have all the elements above in order to comply with the structure of the class.

**Presentation (20%)**

A 30-minute powerpoint presentation of the policy recommendations and the background. The presentation will be given to class. You may give a separate presentation to your client.

Notes on grades:

The course is graded on the GW 0-4.0 scale. Each point is worth one letter grade. 0.0=F 1.0=D; 2.0=C; 3.0=B; 4.0=A.

Clarity of written expression as well as content will be used to assign all grades. Your clients will be asked for their assessment of the project. However, the final grade is assigned by the instructor.

**Criteria for Assessing Capstone Project:**

The Capstone will be evaluated according to the following five categories. These are based on the capstone paper, the proposed policy, the strategy for getting the policy accepted and implemented, and the development process.

**Clarity and Logic of Expression (20%), including:**

Clear writing in English  
Logical organization of text  
Complete References and Supporting Material

**Completeness of Policy Proposal (20%), including:**

General context for proposal  
Alternatives and parallel or similar policies  
Strategy and alternatives for approval and implementation

**Assessment of Ability of Proposal to Meet Policy Goals (20%), including:**

Benefits and drawbacks (or Strengths and Weaknesses) of proposal to client  
Benefits and drawbacks of proposal to other stakeholders  
Benefits and drawbacks of alternatives to the client  
Benefits and drawbacks of alternatives to other stakeholders

**Assessment of Strategy (20%), including:**

Benefits and drawbacks to client  
Benefits and drawbacks to other stakeholders  
Ability or likelihood of approval  
Ability or likelihood of implementation

**Completeness of Development Process (20%), including:**

Thoroughness of information collection (client and stakeholder interviews)  
Thoroughness of research  
Full use of appropriate diverse points of view  
Full use of appropriate intellectual frames  
(Administrative, political, economic, physical, social, etc.)  
Client management – quality of relationship with client  
Team collaboration

**Weekly Team Updates**

Each group shall have a weekly update meeting or some other form of communication with the instructor. When the class meets, these updates will generally be informal meetings with the instructor during that period. During other weeks, it can take the form of an email report or a skype call or a formal meeting, should the group desire it or the instructor feel the need. Each report should cover the following:

Progress made since the prior meeting;  
Plans for the coming week;  
Problems that the group is currently facing.

**Work Plan and Division of Labor**

Along with the Annotated Bibliography, each team must submit a work plan for completing the capstone project. This plan identifies the major tasks remaining for the capstone and identifies individuals responsible for each major activity. The Work Plan represents an agreement among the team members. It is intended to be a flexible document. It can be changed at any time by full consent of the team and resubmitted to the instructor. However, if any team is unable to complete the capstone because of disagreements or claims that individuals are not fulfilling their responsibilities, the instructor will review the issues and help the group determine a course of action based on the most recent work plan.

### **Reading List**

Readings for this course will be distributed a week prior to discussion. The readings are used to illustrate points of the process and change from year to year.

### **Webpage**

The web page for the class will be on Blackboard.

### **Course Schedule**

#### **Week 1: Introduction and Overview:**

Overview of the course  
Discussion of Terms of Reference  
Presentation of current problem ideas

**End of Week: Terms of Reference and Workplan Due**

#### **Week 2: Research and Bibliography**

#### **Week 3: Individual Group Discussions (email or video call, flexible times)**

#### **Week 4: Group Meeting**

#### **Week 5: Group Meeting**

#### **Week 6: Group Meeting**

#### **Week 7: Bibliography & Abstract Due (No meeting)**

#### **Week 8: Short Group Meetings**

Groups present state of research, successes, and problems

#### **Week 9: Group Meetings**

#### **Week 10: Group Meetings**

Be prepared to discuss policy recommendations & argument

#### **Week 11: Draft Due**

#### **Week 12: Presentation Preparation**

#### **Weeks 13-14: Presentations**

Final Draft is due the first Monday of Final Exam Week

## Course Policies

This is a semester project. Students should plan on completing the work within the 14 weeks of the term. While the instructor will be flexible in accommodating personal needs and will negotiate some deadlines, teams should plan on completing the projects on deadline, as meeting deadlines is part of the course experience.

All work products should be submitted via email in standard Microsoft Word Format. If this is a problem, please contact the instructor to negotiate some other form.

## UNIVERSITY RESOURCES AND POLICIES

University Policies on teaching can be found at:

<http://www.gwu.edu/~academic/Teaching/main.htm>

### *Academic Integrity*

Academic dishonesty is defined as cheating of any kind, including misrepresenting one's own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information. For the remainder of the code, see:

<http://www.gwu.edu/~ntegrity/code.html>

### *Support for Students Outside the Classroom*

#### *DISABILITY SUPPORT SERVICES (DSS)*

Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at 202-994-8250 in the Marvin Center, Suite 242, to establish eligibility and to coordinate reasonable accommodations. For additional information please refer to:

<http://gwired.gwu.edu/dss/>

#### *UNIVERSITY COUNSELING CENTER (UCC) 202-994-5300*

The University Counselling Center (UCC) offers 24/7 assistance and referral to address students' personal, social, career, and study skills problems. Services for students include:

- crisis and emergency mental health consultations
- confidential assessment, counseling services (individual and small group), and referrals

<http://gwired.gwu.edu/counsel/CounselingServices/AcademicSupportServices>

### *Security*

In the case of an emergency, if at all possible, the class should shelter in place. If the building that the class is in is affected, follow the evacuation procedures for the building. After evacuation, seek shelter at a predetermined rendezvous location.

**DRAFT SYLLABUS Capstone Course: Masters Program in International Science  
Spring 2017 Calendar**

**Fall Semester**

**Two in-person meetings**

Week of December 12: Group Conferences (usually conducted over Skype)

**Spring Semester**

**January 13 is the initial deadline for abstract/paper submissions for the ST Global conference**

- Week 1:            January 17    Initial Meeting**  
**DEADLINE: Terms of Reference and Workplans Due at the end of the week**
- Week 2:            January 24    Meeting Bibliography & Research Library Conference Room**
- Week 3:            January 31    Individual Group Discussions (email or video call, flexible times)**
- Week 4:            February 7    Group Meeting**
- Week 5:            February 14   Group Meeting**
- Week 6:            February 21   Group Meeting**
- Week 7:            February 28   Deadline: Preliminary Statement and Annotated Bibliography and Work Plan**
- Week 8:            March 7        Short Group Meetings**
- Week of March 14 is Spring Break
- Week 9:            March 21      Group Meetings**
- March 24-25 is the ST Global Conference 2017
- March 27-28 is the AAAS Forum on S&T Policy
- Week 10:          March 28      Group Meetings**
- Week 11:          April 4        Draft Due**
- Week 12:          April 11      Presentation Preparation**
- Week 13:          April 18      Presentations**
- Week 14:          April 25      Presentations**
- Final Draft is due Monday, May 8**