Institute for Politics and Strategy

Kiron K. Skinner, Director
Department Office: Porter Hall 223E

The Institute for Politics and Strategy (IPS) is dedicated to the study of public policy through the discipline of political science with support from other social science disciplines. In this way, IPS carries on a respected tradition of interdisciplinary political science at Carnegie Mellon University. The Institute for Politics and Strategy also builds upon the university’s rich heritage of applying basic science to issues of public policy.

At various times during the past fifty years, CMU faculty members have been innovators of what is now known as formal theory and public choice. Indeed, some of them were involved in the founding and early meetings of scholarly organizations in these areas. Political science teaching and research took place in numerous CMU colleges but by the early 2000s most teaching and research in political science occurred in the Department of Social and Decision Sciences (SDS). Home also to research and teaching in behavioral economics, complex social systems, decision science, and strategy, entrepreneurship, and technological change, SDS supported a rigorous undergraduate and doctoral program in political science focused on US politics, quantitative methods, formal theory, game theory, and social choice.

Started during the 1999-2000 academic year, the additional major in international relations stood alongside the political science major. That major, the university’s first full-scale undergraduate teaching program in international relations, was a joint initiative of the Department of History, the Department of Modern Languages, and the Department of Social and Decision Sciences. As student enrollment flourished and the opportunity arose to develop the major’s social science component, the additional major became a stand-alone course of study. It was renamed International Relations and Politics (IRP) and moved to the Department of Social and Decision Sciences. The name of the major signifies that those studying IRP learn about international relations and domestic politics from the standpoint of the discipline of political science. Thus, the IRP major preserves and expands CMU’s tradition in political science.

At the same time, IRP taps into and contributes to CMU’s strengths in other social sciences that combine analytical and empirical methods. IRP has recently launched an innovative initiative to incorporate decision science in international relations. It will enable students to learn and apply the burgeoning science of judgment and decision making to understanding political actors’ strategies and foibles, the strengths and weaknesses of formal methods of policy analysis (e.g., cost, risk, benefit, analysis), and the factors shaping public responses to politics and policies.

IRP is the flagship academic program in IPS. The major provides the rich set of courses and programmatic offerings that have made it an attractive course of study for students from all of CMU’s colleges.

Basic science is the foundation for the public policy activities of IPS. Analytical social science and interdisciplinary research and teaching are used to better understand, explain, anticipate, and solve public policy problems.

The CMU traditions of analytical political science and applied social science are reflected in the range of degree programs and entities that IPS supports and oversees. The academic programs included in the Institute for Politics and Strategy are:

• International Relations and Politics Major (primary and additional);
• International Relations and Politics Minor;
• Politics and Public Policy Minor;
• Accelerated Master of Science in International Relations and Politics; and
• Master of Information Technology Strategy.

The IRP minor shares core courses with the IRP major. The minor in Politics and Public Policy has a greater focus on domestic politics and public policy than either the IRP major or minor.

The Accelerated Master of Science in International Relations and Politics (IRP/AMP) (http://www.cmu.edu/ips/masters%20degrees) is open only to Carnegie Mellon undergraduate students. Students should have an undergraduate major, additional major, or minor in International Relations and Politics, they should have participated in the Carnegie Mellon University Washington Semester Program, or they should have special approval from the faculty admissions committee. Current undergraduates will apply for the IRP/AMP during the junior year. The primary focus of the IRP/AMP is international security, along with additional courses in political institutions.

The Master of Information Technology Strategy (MITS) (http://www.cmu.edu/ mits) program provides graduate students with core interdisciplinary competencies in cyber security. The master’s program is a joint initiative of the College of Engineering, Dietrich College, and the School of Computer Science. IPS manages the Dietrich College portion of MITS. The Institute for Software Research, a department in the School of Computer Science, is the administrative home for MITS.

IPS administers these initiatives:

• The Center for International Relations and Politics;
• The Carnegie Mellon University Washington Semester Program; and
• The Institute for Strategic Analysis.

The Center for International Relations and Politics (CIRP) is a university hub for scholarly and policy-oriented activities on domestic and international issues. CIRP (http://www.cmu.edu/iir) supports and promotes student and faculty research and hosts national and international thought leaders through its Policy Forum.

The Carnegie Mellon University Washington Semester Program (CMU/WSP) (http://www.cmu.edu/ips/cmuwsp) is a semester-long program for undergraduates interested in taking courses and interning in Washington. The minor in Politics and Public Policy may be earned by completing CMU/WSP and taking an additional core course in the International Relations and Politics major.

Founded in 2013, the Institute for Strategic Analysis (http://www.cmu.edu/ isa) facilitates and supports CMU faculty members interested in bringing their scientific research to bear upon problems of national security. These problems include terrorism, cyber challenges, war avoidance, intelligence, and the intersection of energy and security. ISA facilitates strategic engagements between CMU faculty and leaders in the defense and intelligence community as they seek mutually beneficial ways to have basic research inform national security policy.

The Major in International Relations and Politics

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Emily Half, Associate Director of Academic Affairs; ehalf@andrew.cmu.edu, Baker Hall 455B, 412-268-7082

The International Relations and Politics (IRP) major analyzes the role of politics at the national, regional, international, and transnational levels; examines political and institutional arrangements within and among these levels; and investigates the grand strategy of nation-states.

Statesmen, scholars, and policy makers often define grand strategy as the combination of diplomatic, economic, military, and political factors used by leaders to defend their respective nation-states. The IRP major investigates the way in which leaders and citizens construct grand strategy and national security policy more generally; the impact of domestic and international forces on states’ security and economic policies; and the significance of alliances, coalitions, and international institutions for world politics.

Although the study of grand strategy and political institutions is the flagship initiative of the major, students are also able to study the effects of culture, economics, and society on the international system through a rich set of elective courses.

Thinking systematically about international and domestic politics is the core objective of the IRP major. To this end, the major has prerequisites in mathematics and statistics that help to sharpen students’ ability to undertake scientific analysis in the required substantive and historical courses. The major is rooted in the discipline of political science but also utilizes the interdisciplinary strengths of behavioral decision science, complex social systems, economics, and political history. Thus, students pursuing this major will use the analytic tools of game theory, economic and statistical analysis, qualitative analysis, rational choice theory, and theories of behavioral decision making as they study alliances, coalitions, institutions, and political strategy.

The name of the major signifies that those studying IRP learn about international relations and domestic politics from the standpoint of the discipline of political science. Thus, the IRP major preserves and expands CMU’s tradition in political science. At the same time, IRP taps into and contributes to CMU’s strengths in other social sciences that combine analytical and empirical methods. IRP has recently launched an innovative initiative to incorporate decision science in international relations. It will enable students to learn and apply the burgeoning science of judgment and decision making to understanding political actors’ strategies and foibles, the strengths and weaknesses of formal methods of policy analysis (e.g., cost, risk, benefit, analysis), and the factors shaping public responses to politics and policies.

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risk, benefit, analysis), and the factors shaping public responses to politics and policies.

Recognizing the influence of language and culture on politics, students are required to complete the intermediate (200) level or its equivalent, in a modern language other than English. Advanced-level study is strongly encouraged.

Open to all Carnegie Mellon undergraduates, the Carnegie Mellon University Washington Semester Program (CMU/WSP) allows students to study public policy and intern in Washington for one semester. Courses taken through CMU/WSP will count toward the elective sequence in public policy for IRP majors.

Students’ understanding of politics is further informed by courses and colloquia offered by CMU’s top-ranked departments, divisions, and schools in business, computer science, engineering, and the humanities.

IRP majors interested in developing their research skills are encouraged to apply for a research position with the Center for International Relations and Politics. They are also encouraged to join student organizations focused on domestic or international politics. Becoming involved in the Institute for Politics and Strategy, as well as attending lectures and events sponsored by the Center for International Relations and Politics will provide additional opportunities for students.

The International Relations and Politics major is offered through the Institute for Politics and Strategy. It is available as a primary major and additional major in the Dietrich College of Humanities and Social Sciences. Minors in International Relations and Politics and Public Policy are also available.

Prerequisites

All International Relations and Politics majors must complete mathematics and statistics prerequisites by the end of the sophomore year.

Mathematics Prerequisite

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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<tbody>
<tr>
<td>21-111-21-122 Differential Calculus - Integral Calculus</td>
<td>10-20</td>
</tr>
<tr>
<td>or 21-120 Differential and Integral Calculus</td>
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</table>

Students who successfully pass the proctored Calculus Assessment on campus at the 21-120 level will be required to take a more advanced 21-xxx course for this prerequisite. 21-122, 21-240, or 21-256 are suggested.

Statistics Prerequisite

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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<tbody>
<tr>
<td>36-201 Statistical Reasoning and Practice</td>
<td>9</td>
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<tr>
<td>or 36-200 Reasoning with Data</td>
<td></td>
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Curriculum

<table>
<thead>
<tr>
<th>Core Courses</th>
<th>Units</th>
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<tbody>
<tr>
<td>84-104 Decision Processes in American Political Institutions</td>
<td>9</td>
</tr>
<tr>
<td>84-265 Political Science Research Methods</td>
<td>9</td>
</tr>
<tr>
<td>84-275 Comparative Politics</td>
<td>9</td>
</tr>
<tr>
<td>84-326 Theories of International Relations</td>
<td>9</td>
</tr>
<tr>
<td>84-369 Decision Science for International Relations</td>
<td>9</td>
</tr>
<tr>
<td>84-450 Policy Forum</td>
<td>6</td>
</tr>
<tr>
<td>36-202 Methods for Statistics and Data Science</td>
<td>9</td>
</tr>
<tr>
<td>73-102 Principles of Microeconomics</td>
<td>9</td>
</tr>
</tbody>
</table>

Language Requirement

Students are required to complete the intermediate (200) level or the equivalent in a modern language other than English. Advanced level study is strongly encouraged. Students who successfully pass a language placement exam on campus, at the intermediate II level or higher, are required to take an advanced language course to satisfy the language requirement.

Electives

<table>
<thead>
<tr>
<th>Electives</th>
<th>Units</th>
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<tbody>
<tr>
<td>International Relations and Politics students will either:</td>
<td>45</td>
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<tr>
<td>Option 1) take 45 units (five courses) from the elective lists below. At least three courses (27 units) must be from the Institute for Politics and Strategy (84-xxx). Most courses listed below are 9-unit courses, but some are fewer. When courses offered for fewer than 9 units are chosen, students must note that a minimum of 45 units is required, and should plan to take one or more additional courses as appropriate. OR</td>
<td></td>
</tr>
<tr>
<td>Option 2) complete all (or the majority of) their electives via the Carnegie Mellon University Washington Semester Program (CMU/WSP) Public Policy elective sequence. Any elective units not fulfilled during CMU/WSP may be completed through coursework from the Institute for Politics and Strategy (84-xxx) elective list.</td>
<td></td>
</tr>
</tbody>
</table>

The Washington Semester Program (CMU/WSP) Public Policy Elective Sequence includes:

- Policy Forum (12 units) - This course will count as the Policy Forum (84-450) Core Course Requirement.
- Internship Seminar 84-360 CMU/WSP: Internship Seminar (12 units)
- CMU/WSP Elective Seminars (24 units total)

A list of CMU/WSP Elective Seminars may be found in the Public Policy Elective list below.
### International Relations and Politics, B.S.

These sample curricula represent a plan for completing the requirements for the B.S. in International Relations and Politics. International Relations and Politics students are encouraged to spend a semester studying and interning in Washington, DC, through the CMU/WSP (http://www.cmu.edu/ips/cmuwsp), and/or study abroad. The plan below demonstrates that a semester off-campus fits well into the curriculum. As with most majors in the Dietrich College, the International Relations and Politics major can be completed in as few as two years of undergraduate study, not that it must. Students may declare the B.S. in International Relations and Politics and take appropriate courses as early as the second semester of the freshman year and as late as the second semester sophomore year, and should consult frequently with the associate director of academic affairs (see above) about their course of study.

#### Freshman Year

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
</tr>
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<tbody>
<tr>
<td>36-201 Statistical Reasoning and Practice</td>
<td>76-101 Interpretation and Argument</td>
</tr>
<tr>
<td>79-104 Global Histories</td>
<td>84-326 Theories of International Relations</td>
</tr>
<tr>
<td>21-120 Differential and Integral Calculus</td>
<td>Language Course or Gen Ed</td>
</tr>
<tr>
<td>84-104 Decision Processes in American Political Institutions</td>
<td>IRP Elective</td>
</tr>
<tr>
<td>Language Course or Gen Ed</td>
<td>IRP Elective</td>
</tr>
<tr>
<td>99-101 Computing @ Carnegie Mellon</td>
<td>Language Course or Gen Ed</td>
</tr>
</tbody>
</table>

*All students are strongly encouraged to participate in the CMU/WSP (http://www.cmu.edu/ips/cmuwsp) and/or in a study abroad program. Spring semester of the junior year is a popular semester to study off-campus. However, International Relations and Politics majors may instead choose to participate in the CMU/WSP or study abroad in spring of sophomore year, fall of junior year, or fall of senior year. Students should consult the associate director of academic affairs when planning their curricular year. Students who do not pursue a senior honors thesis program.

**This course should be taken as the first course in the International Relations and Politics major sequence. It is intended for students in the first or second year.

### Additional Major

Students who elect International Relations and Politics as an additional major must fulfill all of the requirements of the International Relations and Politics major.
Minor in International Relations and Politics

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Emily Half, Associate Director of Academic Affairs; ehalf@andrew.cmu.edu, Baker Hall A55B, 412-268-7082

The International Relations and Politics (IRP) minor analyzes the role of politics at the national, regional, international, and transnational levels; examines political and institutional arrangements within and among these levels; and investigates the grand strategy of nation-states.

Statesmen, scholars, and policy makers often define grand strategy as the combination of diplomatic, economic, military, and political factors used by leaders to defend their respective nation-states. The IRP minor investigates the way in which leaders and citizens construct grand strategy and national security policy more generally; the impact of domestic and international forces on states’ security and economic policies; and the significance of alliances, coalitions, and international institutions for world politics. The study of grand strategy and political institutions is the flagship initiative of the minor.

In the tradition of Carnegie Mellon University, political science is studied and taught in an interdisciplinary manner. Utilizing the interdisciplinary strengths of the social sciences at CMU, IRP students study political phenomena through the perspectives of behavioral decision science, complex social systems, economics, strategy, entrepreneurship and technological change, and political history. Students pursuing the minor may find it helpful to develop their analytical tools of game theory, economic and statistical analysis, qualitative analysis, rational choice theory, and theories of behavioral decision making as they study alliances, coalitions, institutions, and political strategy. Recognizing the influence of language and culture on politics and international relations, students are encouraged to study a modern language other than English.

The International Relations and Politics minor is offered through the Institute for Politics and Strategy. It is available as a minor in the Dietrich College of Humanities and Social Sciences.

Prerequisites
73-102 Principles of Microeconomics 9

Curriculum
54 units

Students must take all three core courses (27 units):
84-104 Decision Processes in American Political Institutions 9
84-275 Comparative Politics 9
84-326 Theories of International Relations 9

Students select three courses (27 units) from any of the elective sequences below. Two courses must be taken from the Institute for Politics and Strategy and have an 84-number course:

Grand Strategy and Political Institutions
66-221 Topics of Law: Introduction to Intellectual Property Law 9
79-203 Social and Political Change in 20th Century Central and Eastern Europe 9
79-231 American Foreign Policy: 1945-Present 9
79-298 Mobile Phones & Social Media in Development & Human Rights: A Critical Appraisal 6
79-301 History of Surveillance: From the Plantation to Edward Snowden 6
79-389 Stalin and Stalinism 9
80-135 Introduction to Political Philosophy 9
80-321 Causation, Law, and Social Policy 9
80-335 Deliberative Democracy: Theory and Practice 9
84-309 Political Behavior 9
84-319 U.S. Foreign Policy and Interventions in World Affairs 9
84-320 Domestic Politics and International Affairs 9
84-321 Authoritarian and Dictatorships 9

84-322 Nonviolent Conflict and Revolution 9
84-323 War and Peace 9
84-324 Democracies and War 9
84-362 Diplomacy and Statecraft 9
84-363 Comparative Legal Systems 9
84-366 Presidential Politics: So You Want to Be President of the United States 9
84-369 Decision Science for International Relations 9
84-380 Grand Strategy in the United States 9
84-386 The Privatization of Force 9
84-387 Technology and Policy of Cyber War 6
84-388 Concepts of War and Cyber War 6
84-389 Terrorism and Insurgency 9
84-393 Legislative Decision Making: US Congress 9
84-402 Judicial Politics and Behavior 9
84-405 Future of Warfare: Cyber, Violent Non-State Actors & Conflict in the Gray Zone 9
84-414 International and Subnational Security 9
88-281 Topics in Law: 1st Amendment 9
88-284 Topics in Law: The Bill of Rights 9

Economics and Society
19-452 EPP Projects 12
70-342 Managing Across Cultures 9
70-365 International Trade and International Law 9
70-430 International Management 9
73-103 Principles of Macroeconomics 9
73-148 Environmental Economics 9
73-328 Health Economics 12
73-331 Political Economy of Inequality and Redistribution 9
73-394 Development Economics 9
79-386 Entrepreneurs in Africa, Past and Present 9
80-136 Social Structure, Public Policy & Ethics 9
80-244 Environmental Ethics 9
80-247 Ethics and Global Economics 9
80-348 Health Development and Human Rights 9
80-447 Global Justice 9
84-310 International Political Economy and Organizations 9
84-311 International Development: Theory and Praxis 6
84-312 Gender and Development in Sub-Saharan Africa 6
84-315 Contemporary Debates in Human Rights 9
88-411 Rise of the Asian Economies 9
88-412 Energy, Climate Change, and Economic Growth in the 21st Century 9
88-430 Methods of Policy Analysis 12

International Cultures
76-318 Communicating in the Global Marketplace 9
76-322 Global Masala: South Asians in the Diaspora 9
76-386 Language & Culture 9
79-205 20th/21st Century Europe 9
79-221 Development and Democracy in Latin America 9
84-222 Between Revolutions: The Development of Modern Latin America 9
79-223 Mexico: From the Aztec Empire to the Drug War 9
79-224 Mayan America 9
79-227 African History: Height of Trans-Atlantic Slave Trade to the End of Apartheid 9
79-229 Origins of the Arab-Israeli Conflict, 1880-1948 9
79-230 Arab-Israeli Conflict and Peace Process since 1948 9
79-233 The United States and the Middle East since 1945 9
Minor in Politics and Public Policy

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Rooted in the discipline of political science, the minor in Politics and Public Policy investigates U.S. public policy issues and other matters of domestic politics while providing students hands-on and practical learning experiences. Students pursuing the Politics and Public Policy minor must participate in the Carnegie Mellon University Washington Semester Program for one semester during their undergraduate experience.

From embassy headquarters to nongovernmental organizations, think tanks to advocacy organizations, and consulting firms to media outlets, Washington, DC, is a focal point for many international and public policy activities. Open to all Carnegie Mellon undergraduates, the Carnegie Mellon University Washington Semester Program (CMU/WSP) allows students to study public policy and intern in Washington for one semester. Undergraduates from any course of study who would value firsthand policy experience are invited to apply to the Carnegie Mellon University Washington Semester Program and declare a minor in Politics and Public Policy.

In this semester-long program, students live, work, and study in Washington, DC, coming into direct contact with political, business, and community leaders and learning about the most pressing policy issues of the day.

Students earn 48 units for the Carnegie Mellon University Washington Semester Program, interning three days per week in any sector or field of interest within Washington, DC, while taking classes taught by Carnegie Mellon faculty. The Institute for Politics and Strategy sponsors events and a policy oriented opportunities in Washington for students participating in the program to further enrich their experience and enhance their understanding of how Washington functions as a hub of international and public policy decision making.

The minor in Politics and Public Policy is offered through the Institute for Politics and Strategy in the Dietrich College of Humanities and Social Sciences.
Curriculum
All students enroll in the following core seminars (24 units).

Core Seminars
84-360 CMU/WSP: Internship Seminar 12
84-450 Policy Forum 6
84-450 Policy Forum 6

Students enroll in 24 units from the below list of elective seminars. Offerings vary by semester.

Elective Seminars
84-330 The Shading of Democracy: The Influence of Race on American Politics 12
84-332 Effects of US Policy on Businesses: Perspectives of Asian Americans 6
84-333 Power and Levers for Change in Washington, DC 12
84-334 Presidential Power in a Constitutional System 6
84-336 Implementing Public Policy: From Good Idea To Reality 12
84-337 Biomedical Science Research, Policy, and Governance 6
84-343 Language and Power: How to Understand and Use Political Speech 6
84-346 Legal Issues in Public Administration 6
84-348 Advocacy, Policy and Practice 6

Accelerated Master of Science in International Relations and Politics
The accelerated Master of Science in International Relations and Politics (IRP/AMP) is open only to Carnegie Mellon undergraduate students. Students should have an undergraduate major, additional major, or minor in International Relations and Politics, they should have participated in the Carnegie Mellon University Washington Semester Program, or they should have special approval from the faculty admissions committee.

Students interested in applying for the IRP/AMP should consult with the Associate Director of Academic Affairs in the sophomore or junior year for details and advice on shaping undergraduate coursework to qualify for the program. Current undergraduates will apply for the IRP/AMP during the junior year. Detailed information on the IRP/AMP curriculum is available on the Institute for Politics and Strategy website (http://www.cmu.edu/ips/master%20degrees).

Intellectual Rationale
At the end of the Cold War, there was widespread belief among democratic elites that the end of history finally had arrived. They predicted that the United States (indeed the West, if not the world) would benefit from the peace dividend resulting from the dissolution of the Soviet Union and the undisputed role of the United States as the world’s predominant power. But the spread of democracy across Eastern Europe and Latin America as the Cold War ended has been met with highly unanticipated reversals. Relations among nation-states are in flux. In the twenty-first century, the United States has been engaged in continuous Middle East and South Asian wars, intense territorial disputes among the great powers (US, China, and Russia) are redefining the international landscape, civil wars routinely spill over into larger regional conflicts, and cyber warfare and terrorism intersect in deadly ways.

For the generation of students we are now teaching, war has been a constant in their lifetime. Accordingly, the primary focus of the International Relations and Politics Accelerated Master’s Program (IRP/AMP) is international security.

Perhaps at no time since the interwar period of the twentieth century has there been so much uncertainty about what path the international system will take and how states will internally organize themselves. During this current period of uncertainty, transformation, and chaos, there is no denying President Barack Obama’s dictum: The United States is the world’s indispensable nation. In other words, the United States is the main nation-state actor that helps to organize and enforce norms in the anarchic international system. It is a system marked by the absence of any authority above states or any commonly agreed-upon authority for the use of force — the opposite of domestic society. Perforce, understanding domestic political institutions must be a component of the accelerated master’s program.

It is important to comprehend how the political institutions of other nations function because domestic political processes of all sorts help to shape international relations. Thinkers of international relations no longer contend, as they did a half century ago, that politics stops at the water’s edge. International security will be the area of concentration in this accelerated master’s program. Courses in political institutions also will be integral to IRP/AMP because they will enrich students’ scientific understanding of political processes.

Executive Committee and Affiliated Faculty
KIRON K. SKINNER, Associate Professor of International Relations and Political Science; Institute Director – Ph.D., Harvard University; Carnegie Mellon, 1999–.
KATHLEEN CARLEY, Professor – Ph.D., Harvard University; Carnegie Mellon, 1984–.
BARUCH FISCHHOFF, Howard Heinz University Professor in the Institute for Politics and Strategy and Department of Engineering and Public Policy – Ph.D., The Hebrew University of Jerusalem; Carnegie Mellon, 1987–.

Lecturers
COLIN P. CLARKE, Lecturing Faculty in the Institute for Politics and Strategy – Ph.D., University of Pittsburgh; Carnegie Mellon, 2014–.
MOLLY DUNIGAN, Lecturing Faculty in the Institute for Politics and Strategy – Ph.D., Cornell University; Carnegie Mellon, 2014–.
GEOFFREY MCGOVERN, Lecturing Faculty in the Institute for Politics and Strategy – Ph.D., Binghamton University; J.D., Harvard University; Carnegie Mellon, 2013–.

Fellows
RASHALL BRACKNEY, Fellow in the Institute for Politics and Strategy – Ph.D., Robert Morris University; Carnegie Mellon, 2018–.
FRED CRAWFORD, Fellow in the Institute for Politics and Strategy – J.D., Georgetown University; Carnegie Mellon, 2017–.
JOSEPH E. DEVINE, Associate Dean of Undergraduate Studies; Fellow in the Institute for Politics and Strategy – Ph.D., Carnegie Mellon; Carnegie Mellon, 1978–.
ADAM GARFINKLE, Fellow in the Institute for Politics and Strategy – Ph.D., University of Pennsylvania; Carnegie Mellon, 2016–.
THOMAS KARAKO, Fellow in the Institute for Politics and Strategy – Ph.D., Claremont Graduate University; Carnegie Mellon, 2015–.
MELANIE M. MARLOWE, Fellow in the Institute for Politics and Strategy – M.A., Claremont Graduate University; Carnegie Mellon, 2017–.
KIM SMACZNIAK, Fellow in the Institute for Politics and Strategy – J.D., Harvard University; Carnegie Mellon, 2017–.
SACHIKO TAKAYASU, Fellow in the Institute for Politics and Strategy – M.B.A., The Ohio State University; Carnegie Mellon, 2018–.
JULIE WILSON, Fellow in the Institute for Politics and Strategy – J.D., American University; Carnegie Mellon, 2017–.

Post-Doctoral Fellows
GIORLENY ALTAMIRANO RAYO, Post-Doctoral Fellow in the Institute for Politics and Strategy – Ph.D., The University of Texas at Austin; Carnegie Mellon, 2017–.
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