

## **PIA 2303: Introduction to Security and Intelligence Studies**

Spring 2025

Wednesdays, 6:00-8:55pm

Posvar 3911

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### **Course Description:**

Many argue that the 21<sup>st</sup> century security environment is fundamentally different from and more dangerous than that which existed in previous eras. There is some evidence to suggest this claim might be true; the security challenges absorbing the majority of states' time, money, and military efforts since the end of the Cold War—and especially since 9/11—are notably different from those of the past and, at times, they seem more pervasive. However, it does not necessarily follow that such proximate differences are symptomatic of a deeper shift in the nature of the inherently dangerous international arena. This course explores the nature of the international security environment—past and present—and considers whether and to what degree the logics for coping with security challenges have changed over time. In doing so, the course will introduce students to the arguments and debates in the academic literature on security and intelligence matters and teach them to apply the frameworks to contemporary challenges. We will spend the first third of the semester examining foundational security studies concepts and issues like war, coercion, effectiveness in nuclear and conventional warfighting, and the effects of regime type on security policies and achievements. The second third will be dedicated to considering the utility of foundational concepts in understanding the nature of and strategically preferable responses to security challenges pervasive in the current international arena like nuclear proliferation, irregular warfare, terrorism, space and cyber warfare, climate change, and infectious disease. The last third of the course will address the nuts and bolts of the United States national security apparatus to better understand how theory is (or should be) transformed into policy. We will conclude by considering the costs and benefits of different American grand strategies moving forward.

A few caveats:

1. This course, as an introductory survey of the academic security studies literature, is reading intensive. The average weekly reading load is approximately 150 pages. Because you will be expected to know the material covered in the readings, planning ahead is necessary to both ensure completion of assigned work and facilitate success in the course. To help you in this endeavor, the total number of pages required for each meeting is presented in brackets after the session title.
2. Our goal in this course is not to become expert in all aspects of national and international security. Rather, we seek to understand the logic driving security policy decision making and the ways in which several key disparate security concerns are linked and combine to form a comprehensive set of challenges that the United States must navigate in the coming years. As a consequence, and because the security and intelligence studies literature is vast and growing

rapidly, this course cannot cover every topic in as much detail as you (or I) might like. Indeed, there are some security topics, like the international arms trade, drug wars, transnational organized crime, and private security actors, that we will not be able to cover at all. Fortunately, there are several courses on offer at GSPIA that enable you to pursue topics we cover in more detail and others focusing exclusively on those that we do not address. Similarly, we will focus disproportionately on security studies issues because there are a large number of excellent classes on intelligence on offer in GSPIA. I encourage you to seek them out.

3. As a further consequence of the growing nature of the security studies field and the tendency of scholars, policymakers, and public intellectuals to “securitize” ever more policy challenges, our limited time together in this course will be used to focus almost exclusively on those threats to national security that involve at least the possibility of resolution through the use of military force. This is not because phenomena like population migration, climate change, pollution and deforestation, and infectious disease that are not amenable to military solutions do not constitute viable threats to national security (indeed, we are not far removed from first-hand experience with how a pandemic can create an array of national security problems!). We will be touching upon such issues in Week 10. Our focus that week, however, will be like that of many other weeks in that we will consider the ways in which more traditional concepts in the security studies literature do or do not help us understand the threats posed by and possible policy responses to such challenges. This approach will, at the very least, provide you with the conceptual tools necessary to critically assess the claims made about these challenges in other venues.

### **Course Expectations:**

Of me, you can expect:

1. Punctuality in arriving to, beginning, and ending our meetings.
2. A prepared and thought-out lesson plan that will facilitate (with your cooperation and diligent work) both understanding of the material and success in the course.
3. Reasonably prompt responses to email inquiries (usually within a few hours, excepting the times at which most people are asleep).
4. Accessibility during office hours or in other scheduled meetings.

Of you, I expect:

1. Attendance. More than two absences will, without my prior approval, result in a zero for the class participation portion of your grade. Consistent tardiness will also negatively impact your participation grade.
2. Completion of all readings and arrival in class prepared to discuss the topic assigned for the week. I realize that not everyone is comfortable speaking in front of a group, but keep in mind that I value quality over quantity. That said, failure to participate on a regular basis will have a negative effect on your participation grade.

3. Timely completion of assignments. Without prior explicit permission for a delay, work turned in after the designated time will be docked one full letter grade for each day—or portion thereof—that it is late.
4. Cognitive focus. If you use your laptop to take notes, avoid visiting websites and using apps that are unrelated to classroom activities. Do not use your phone. Concentrate on what your colleagues say and engage with their thoughts.
5. Adherence to the University of Pittsburgh guidelines on academic integrity. Failure to cite external sources of ideas, concepts, and facts in written work will be penalized. Plagiarism will result in automatic failure of the assignment and particularly egregious instances of plagiarism may result in failure of the course. For Pitt's written guidelines on academic integrity, consult [the Provost's handbook on the issue](#). For GSPIA's policies on academic integrity, consult [the School's handbook on policies](#).
6. Respect for your fellow classmates, the ideas and opinions discussed during meetings, and the material we are considering.

### **Assignments and Grading:**

This course will be run as a combined lecture and seminar. Our meetings will feature a mixture of activities, including lectures to present material not covered or highlighting salient points contained in the readings, discussions of the assigned material (as a class and in small groups), and interactive exercises. Some weeks, students will make presentations and lead group discussions.

Your grade will be based on the following four elements:

1. A **take-home midterm**, which will be distributed *at the end of class* on Wednesday, 29 January, and turned in *via email by 6:00pm* on Wednesday, 5 February. The exam will consist of a critical assessment of an argument made about a core national security challenge. (25% of the total)
2. A **policy memo** of no more than five pages based on independent research, due *via email by 6:00pm* on Wednesday, 2 April. Further details regarding appropriate topics, formatting, and content will be discussed in class on Wednesday, 5 February. (25% of the total)
3. A **take-home final**, which will be distributed *at the end class* on Wednesday, 16 April, and turned in *via email by 6:00pm* on SUNDAY, 27 April. The exam will consist of two essays, one of approximately 800 words and one of no more than five pages. (30% of the total)
4. **Class participation.** There are two parts to this aspect of your grade.
  - a. The first is **attendance and participation** in class discussions. Showing up to class is only part of this requirement; you must also do the readings and be prepared to discuss them in large- and small-group settings. Additionally, you are expected to be engaged and ask questions during your colleagues' presentations in Weeks 5-11. (10% of the total)

- b. The second is that, for one meeting between 5 February and 26 March, inclusive, each student will participate in a **group presentation** of the readings and submit a two-page **critical assessment** of the material covered for the week. More details about this requirement will be circulated in class on Wednesday, 15 January. (10% of the total)

Your final grade will be assigned on the following scale:

A	=	93-100	B+	=	87-89	C+	=	77-79	D+	=	67-69
A-	=	90-92	B	=	83-86	C	=	73-76	D	=	65-66
			B-	=	80-82	C-	=	70-72	F	=	Below 65

### **Required Books:**

The following books are required for the course. They are available in some form from Hillman and they have been ordered and are available at The Book Center. They can also be purchased (usually for less) online. If you are interested in supporting a local bookstore, I would recommend White Whale Bookstore in Bloomfield: <https://bookshop.org/shop/whitewhale>. Alternatively, you could use The Tiny Bookstore, a Black-owned bookstore in Ross Township: <https://bookshop.org/shop/tinybookspgh>. If you purchase used copies of the books, please make sure that you get the 3<sup>rd</sup> edition of the Sagan and Waltz book and the 4<sup>th</sup> edition of the Sapolsky et al. book.

Scott Sagan and Kenneth Waltz, *The Spread of Nuclear Weapons: An Enduring Debate* 3<sup>rd</sup> ed. (New York: Norton, 2012).

\* On Course Reserve at Hillman

Harvey M. Sapolsky, Eugene Gholz, and Caitlin Talmadge, *US Defense Politics: The Origins of Security Policy* 4<sup>th</sup> ed. (New York: Routledge, 2021).

\* E-book available through Hillman

The other required readings for the course are available, or linked, on Canvas. Reading questions to help guide you through the readings for the first four weeks will also be posted on Canvas.

In addition to completing the required readings for this course, you are expected to keep up with current events. Though much of our discussion will focus on the theoretical issues raised by the readings, we will often apply the academic insights to questions about current security policy challenges like Afghanistan, Iran, North Korea, Somalia, Yemen, Russia, and China. For this purpose, you should peruse a daily newspaper like *The New York Times*, the *Wall Street Journal*, or the *Financial Times*. The weekly magazine *The Economist* is also an excellent source of news and analysis. For daily digital updates on a variety of foreign policy and security topics, albeit with a strong Department of Defense focus, I highly recommend signing up for *The Military Times'* Early Bird Brief (<https://www.militarytimes.com/ebb/>).

### **Disability Services:**

If you have a disability for which you are or may be requesting an accommodation, you are encouraged to contact both the professor and Disability Resources and Services (140 William Pitt Union, 412-648-7890, [drsrecep@pitt.edu](mailto:drsrecep@pitt.edu)) as early as possible in the term. Upon confirmation of the need for accommodation, we will collectively work to plan an appropriate course of action.

### **Classroom Recording:**

To ensure the free and open discussion of ideas, students may not record classroom lectures, discussion, and/or activities without the advance written permission of the instructor, and any such recording properly approved in advance can be used solely for the student's own private use.

### **COVID Considerations:**

Happily, we seem to be on the other side of the global coronavirus pandemic. However, the virus is still in circulation, cases are presently on an uptick, and infection will prevent class attendance for at least a week. To that end, if you are not feeling well, please stay home. Contact me via email before class to alert me to the situation and get class notes from a colleague. It is better to be safe than sorry.

### **On AI and Plagiarism:**

Artificial intelligence tools are rapidly improving and becoming more ubiquitous throughout society. The rate of change is such that any specific prohibitions on use laid out here would likely be out of date before the end of the semester. The assignments for this course have been designed to minimize the utility of such software, but ultimately the choice to rely on artificial intelligence rests with the student. One factor students should consider when contemplating whether and how to use artificial intelligence software when composing essays is that, in this course, turning in AI-generated material as original work product will be treated as plagiarism; it is not work that is original to the student. From a broader perspective, the use of such software to complete assignments for this course is antithetical to the educational objectives. The ultimate goal of this course is to help students learn a) how to think about security and intelligence problems, and b) what they think about security and intelligence problems. Reliance on AI software, by providing algorithm-driven predictive language on topics, undermines both goals and, in that regard, performs a disservice for students. It is disrespectful to both others in the course and the professor, who invest their time and energy into their work as part of the collaborative learning effort. Also, in many instances, the software simply [makes things up](#).

## Course Schedule

### Foundational Topics in Security Studies

#### **Week 1 (January 8):** Security, Strategy, War, and Coercion [171 pages]

Carl von Clausewitz, *On War*, Michael Howard and Peter Paret, ed. and trans. (Princeton: Princeton University Press, 1984): Selections from Book 1 (pp. 75-99, 119-121)

Thomas Schelling, *Arms and Influence* (New Haven: Yale University Press, 2008 [1966]): 1-141.

- Note: This text is available to download or read online in e-book format through Hillman Library; the link is available in the Week 1 module on Canvas.

Avery Goldstein, *Deterrence and Security in the 21<sup>st</sup> Century* (Stanford: Stanford University Press, 2002): 26-33.

#### **Week 2 (January 15):** Nuclear Warfighting [141 pages]

Albert Wohlstetter, "The Delicate Balance of Terror," *Foreign Affairs* 37, no. 2 (January, 1959): 211-234.

Robert Jervis, "Why Nuclear Superiority Doesn't Matter," *Political Science Quarterly* 94, no. 4 (Winter, 1979/1980): 617-633.

Keir Lieber and Daryl Press, *The Myth of the Nuclear Revolution* (Ithaca: Cornell University Press, 2020): Chapters 2, 4 (pp. 31-65, 94-119).

Scott D. Sagan and Benjamin A. Valentino, "Revisiting Hiroshima in Iran: What Americans Really Think about Using Nuclear Weapons and Killing Noncombatants," *International Security* 42, no. 1 (Summer, 2017): 41-79.

#### **Week 3 (January 22):** Conventional Warfighting [152 pages]

Allan Millett, Williamson Murray, and Kenneth Watman, "The Effectiveness of Military Organizations," in *Military Effectiveness*, vol. 1, Allan Millet and Williamson Murray, eds. (Boston: Unwin Hyman, 1988): Chapter 1 (pp. 1-30).

John Mearsheimer, "Why the Soviets Can't Win Quickly in Central Europe," *International Security* 7 no. 1 (Summer, 1982): 3-39.

Michael Beckley, "Economic Development and Military Effectiveness," *Journal of Strategic Studies* 33, no. 1 (February, 2010): 43-79.

Ryan Grauer and Michael Horowitz, "What Determines Military Victory? Testing the Modern System," *Security Studies* 21, no. 1 (March, 2012): 83-112

Ryan Grauer and Stephen Quackenbush, "Initiative and Military Effectiveness: Evidence from the Yom Kippur War," *Journal of Global Security Studies* 6, no. 2 (June, 2021): ogaa018.

#### **Week 4 (January 29):** Democratic Peace? [158 pages]

John Owen, "How Liberalism Produces Democratic Peace," *International Security* 19, no. 2 (Fall, 1994): 87-125.

- Dan Reiter and Allan Stam, *Democracies at War* (Princeton: Princeton University Press, 2003): Chapter 2 (pp. 10-51).
- Alexander Downes, "How Smart and Tough are Democracies? Reassessing Theories of Democratic Victory in War," *International Security* 33, no. 4 (April, 2009): 9-51.
- Edward Mansfield and Jack Snyder, "Prone to Violence: The Paradox of the Democratic Peace," *The National Interest* 82 (Winter, 2005/2006): 39-45.
- Ryan Grauer and Dominic Tierney, "The Democratic Embargo: Regime Type and Proxy War," *European Journal of International Relations* 28, no. 2 (June, 2022): 444-470.

*Contemporary Issues in Security Studies*

**Week 5 (February 5):** Nuclear Proliferation [161 pages]

- Scott Sagan and Kenneth Waltz, *The Spread of Nuclear Weapons: An Enduring Debate* 3<sup>rd</sup> ed. (New York: Norton, 2012): Chapters 1-4 (pp. 3-134).
- Rachel Whitlark, "Nuclear Beliefs: A Leader-Focused Theory of Counter-Proliferation," *Security Studies* 26, no. 4 (September, 2017): 545-574.

**Week 6 (February 12):** Irregular Warfare [155 pages]

- Andrew Mack, "Why Big Nations Lose Small Wars: The Politics of Asymmetric Conflict," *World Politics* 27, no. 2 (January, 1975): 175-200.
- Stephen Biddle, Jeffrey Freidman, and Jacob Shapiro, "Testing the Surge: Why Did Violence Decline in Iraq in 2007?" *International Security* 37, no. 1 (Summer, 2012): 7-40.
- David Edelstein, "Occupational Hazards: Why Military Occupations Succeed or Fail," *International Security* 29, no. 1 (Summer, 2004): 49-91.
- Richard Betts, "The Delusion of Impartial Intervention," *Foreign Affairs* 73, no. 6 (November/December, 1994): 20-33.
- Edward Luttwak, "Give War a Chance," *Foreign Affairs* 78, no. 4 (July/August, 1999): 36-44.
- Darya Pushkina, Markus B. Siewart, and Stefan Wolff, "Mission (Im)possible? UN Military Peacekeeping Operations in Civil Wars," *European Journal of International Relations* 28, no. 1 (March, 2022): 158-186.

**Week 7 (February 19):** Terrorism [157 pages]

- Bruce Hoffman, "Defining Terrorism," in Russell Howard and Reid Sawyer, eds., *Terrorism and Counterterrorism: Understanding the New Security Environment* (Dubuque: McGraw-Hill, 2006): 3-23.
- Martha Crenshaw, "The Logic of Terrorism: Terrorist Behavior as a Product of Strategic Choice," in Russell Howard and Reid Sawyer, eds., *Terrorism and Counterterrorism: Understanding the New Security Environment* (Dubuque: McGraw-Hill, 2006): 54-66.
- Jenna Jordan, "Attacking the Leader, Missing the Mark: Why Terrorist Groups Survive Decapitation Strikes," *International Security* 38, no. 4 (Spring, 2014): 7-38.
- Christopher Blair, et al., "The Death and Life of Terrorist Networks," *Foreign Affairs*, 5 October 2020.
- Kier Lieber and Daryl Press, "Why States Won't Give Nuclear Weapons to Terrorists," *International Security* 38, no. 1 (Summer, 2013): 80-104.

Virginia Page Fortna, "Is Terrorism Really a Weapon of the Weak? Debunking Conventional Wisdom," *Journal of Conflict Resolution* 67, no. 4 (April, 2023): 642-671

John Mueller and Mark Stewart, "The Terrorism Delusion: America's Overwrought Response to September 11," *International Security* 37, no. 1 (Summer, 2012): 81-110.

**Week 8 (February 26): No Meeting; Prof. Grauer at a Conference**

**No Meeting March 5: Spring Break!**

**Week 9 (March 12): New Technologies in War [147 pages]**

Andrew Krepinevich, "Cavalry to Computer: The Pattern of Military Revolutions," *National Interest* 37 (Fall, 1994): 30-42.

Paul Scharre, *Army of None* (New York: Norton, 2018): Chapters 1-3, 12, 19 (pp. 11-56, 189-195, 321-330)

Joan Johnson-Freese and David Burbach, "The Outer Space Treaty and the Weaponization of Space," *Bulletin of the Atomic Scientists* 75, no. 4 (June, 2019): 137-141.

Victoria Samson, "The Complicating Role of the Private Sector in Space," *Bulletin of the Atomic Scientists* 78, no. 1 (January, 2022): 6-10.

Ivan Oelrich, Paul van Hooft, and Stephen Biddle, "Anti-satellite Warfare, Proliferated Satellites, and the Future of Space-Based Military Surveillance," *Journal of Strategic Studies*, Latest Articles (July, 2024): 1-24.

Erica Borghard and Shawn Lonergan, "The Logic of Coercion in Cyberspace," *Security Studies* 26, no. 3 (July, 2017): 452-481.

Erica Lonergan and Jacquelyn Schneider, "America's Digital Achilles Heel," *Foreign Affairs*, 7 July 2023.

**Week 10 (March 19): Energy, the Environment, and Disease [147 pages]**

Emily Meierding, "Dismantling the Oil Wars Myth," *Security Studies* 25, no. 2 (May, 2016): 258-288.

Jason Bordoff and Megan L. O'Sullivan, "The Age of Energy Insecurity" *Foreign Affairs* 102, no. 3 (May/June 2023): 104-119

Cody Schmidt, Bomi Lee, and Sara McLaughlin Mitchell, "Climate Bones of Contention: How Climate Variability Influences Territorial, Maritime, and River Interstate Conflicts," *Journal of Peace Research* 58, no. 1 (January, 2021): 132-150.

Jan Selby, Omar S. Dahi, Christiane Fröhlich, and Mike Hulme, "Climate Change and the Syrian Civil War Revisited," *Political Geography* 60 (September, 2017): 232-244.

Cullen S. Hendrix, "A Comment on 'Climate Change and the Syrian Civil War Revisited,'" *Political Geography* 60 (September, 2017): 251-252.

Sonia Ben Ouagrham-Gormley, "Barriers to Bioweapons: Intangible Obstacles to Proliferation," *International Security* 36, no. 4 (Spring, 2012): 80-114.

Yval Benziman, "'Winning' the 'Battle' and 'Beating' the COVID-19 'Enemy': Leaders' Use of War Frames to Define the Pandemic," *Peace and Conflict* 26, no. 3 (2020): 247-256.

Edward Newman, Jaideep Saikia, and Alex Waterman, "The Impact of COVID-19 on Insurgency and Rebel Governance: Lessons from India's Northeast," *Journal of Global Security Studies* 8, no. 2 (June, 2023): 1-21



**Week 11 (March 26):** Security Cooperation [164 pages]

- Kenneth Oye, "Explaining Cooperation Under Anarchy: Hypotheses and Strategies," *World Politics* 38, no. 1 (October, 1985): 1-24.
- John Mearsheimer, "The False Promise of International Institutions," *International Security* 19, no. 3 (Winter, 1994/1995): 5-49.
- Robert Keohane and Lisa Martin, "The Promise of Institutional Theory," *International Security* 20, no. 1 (Summer, 1995): 39-51.
- Charles Kupchan and Clifford Kupchan, "The Promise of Collective Security," *International Security* 20, no. 1 (Summer, 1995): 52-61.
- Ian Hurd, "The Strategic Use of Liberal Internationalism: Libya and the UN Sanctions, 1992-2003," *International Organization* 59, no. 3 (Summer, 2005): 495-526.
- Daniel Krmaric, "Does the International Criminal Court Target the American Military?" *American Political Science Review* 117, no. 1 (2023): 325-331.
- Jane Vaynman and Tristan A. Volpe, "Dual Use Deception: How Technology Shapes Cooperation in International Relations," *International Organization* 77, no. 3 (2023): 599-632.

*Turning Theory into Practice*

**Week 12 (April 2):** Organizing for and Managing Security [178 pages]

- Graham Allison, "Conceptual Models and the Cuban Missile Crisis," *American Political Science Review* 63, no. 3 (September, 1969): 689-718.
- Harvey M. Sapolsky, Eugene Gholz, and Caitlin Talmadge, *US Defense Politics*, Chapters 3-4, 9-10, 12 (pp. 37-86, 196-232, 252-277).
- John Rosenwasser and Michael Warner, "History of the Interagency Process for Foreign Relations in the United States: Murphy's Law?" in *The National Security Enterprise*, 2<sup>nd</sup> ed., edited by Roger George and Harvey Rishikof (Washington, DC: Georgetown University Press, 2017): 13-31.
- Marc Grossman, "The State Department: Culture as Interagency Destiny?" in *The National Security Enterprise*, 2<sup>nd</sup> ed., edited by Roger George and Harvey Rishikof (Washington, DC: Georgetown University Press, 2017): 81-96.

**Week 13 (April 9):** Intelligence [145 pages]

- Harvey M. Sapolsky, Eugene Gholz, and Caitlin Talmadge, *US Defense Politics*, Chapter 11 (pp. 232-251).
- John A. Gentry, "Assessing Intelligence Performance," in *The Oxford Handbook of National Security Intelligence*, ed. Loch Johnson (New York: Oxford University Press, 2010): 87-103.
- Peter Jackson, "On Uncertainty and the Limits of Intelligence," in *The Oxford Handbook of National Security Intelligence*, ed. Loch Johnson (New York: Oxford University Press, 2010): 452-471.
- Mark M. Lowenthal, "Intelligence in Transition: Analysis after September 11 and Iraq," in *Analyzing Intelligence: Origins, Obstacles, and Innovations*, Roger George and James Bruce, eds. (Washington, DC: Georgetown University Press, 2008): 226-237.

Richard Betts, *Enemies of Intelligence: Knowledge & Power in American National Security* (New York: Columbia University Press, 2007): Chapters 2 and 3 (pp. 19-65).  
Amy Zegart, "Open Secrets: Ukraine and the Next Intelligence Revolution," *Foreign Affairs* 102, no. 1 (January/February, 2023): 54-70.  
William J. Burns, "Spycraft and Statecraft: Transforming the CIA for an Age of Competition," *Foreign Affairs*, 30 January 2024.

**Week 14 (April 16):** Funding Security [132 pages]

Harvey M. Sapolsky, Eugene Gholz, and Caitlin Talmadge, *US Defense Politics*, Chapters 7-8, 13 (pp. 143-195, 278-294)  
Michael E. O'Hanlon, *Defense 101: Understanding the Military of Today and Tomorrow* (Ithaca: Cornell University Press, 2021): Chapter 1 (pp. 44-84)  
Rosella Cappella Zielinski and Samuel Grestle, "Paying the Defense Bill: Financing American and Chinese Geostrategic Competition," *Texas National Security Review* 6, no. 2 (Spring, 2023): 58-78.

**Week 15 (April 23):** What is to be done? [147 pages]

Harvey M. Sapolsky, Eugene Gholz, and Caitlin Talmadge, *US Defense Politics*, Chapters 2, 14 (pp. 15-36, 295-305).  
Patrick Porter, "Why America's Grand Strategy Has Not Changed: Power, Habit, and the U.S. Foreign Policy Establishment," *International Security* 42, no. 4 (Spring, 2018): 9-46.  
Robert O'Brien, "The Return of Peace through Strength," *Foreign Affairs* 103, no 4 (July/August 2024): 24-38.  
Megan A. Stewart, Jonathan B. Petkun, and Mara R. Revkin, "The Progressive Case for American Power," *Foreign Affairs* 103, no. 4 (July/August 2024).  
Donald J. Trump, *National Security Strategy of the United States*, December 2017.

- Note: This is from Trump's first administration; if the new administration puts out an update prior to our meeting, we will use that document.

**SUNDAY, April 27: Final Due by 6:00pm!**