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**George Mason University  
School of Public Policy  
Spring 2013**

**PUBP 550-002  
Advanced Skills for Policy Professionals:  
Policy Communication for Executive Leadership (1.5 credits)**

Mondays, 7:20-10:00pm  
**(starting March 25)**  
Founders Hall

Instructor: Ambassador (ret.) Richard D. Kauzlarich  
[rkauzlar@gmu.edu](mailto:rkauzlar@gmu.edu)

Communicating is something we do constantly. The environments in which we communicate are constantly changing. Understanding how we communicate in different environments is important to success in our professional lives.

This seminar is designed to help you think about communicating -- whether in written or oral form -- in a public policy environment. The objective is identifying the tools for skillfully and effectively presenting your message to senior policy makers whose most precious commodity is not the message you are conveying but the time they devote to hearing or reading your message. Communication is never done in a vacuum so this seminar will stress the importance of team-building and peer review for good communications. It will include class participation through oral briefings and short written papers. We will learn how peer review can improve the quality of our message -- and learn how to take helpful critiques of our own work. This is not a writing class but we will focus on a few helpful rules that can improve our writing.

**About the Instructor**

**Ambassador (ret.) Richard D. Kauzlarich, Deputy Director, Terrorism, Transnational Crime and Corruption Center (TraCCC) and Adjunct Professor, School of Public Policy, George Mason University**

Ambassador Richard Kauzlarich served as National Intelligence Officer for Europe on the National Intelligence Council from September 2003 to April 2011.

Prior to that position, he was Director of the Special Initiative on the Muslim World at the United States Institute of Peace. Ambassador Kauzlarich joined the Institute in Spring 2002 after a 32-year career in the Foreign Service. He served as United States Ambassador to Bosnia and

Herzegovina in 1997-99 and to Azerbaijan in 1994-97. He was Senior Deputy to the Secretary of State's and the President's Special Representative to the Newly Independent States (NIS) in 1993-94. He was Deputy Assistant Secretary of State in the Bureau of European Affairs in 1991-93, responsible for relations with the former Soviet Union and economic ties with the European Union.

Ambassador Kauzlarich also served as Deputy Assistant Secretary of State for International Organization Affairs in 1984-86 and as Deputy Director of the State Department's Policy Planning Staff in 1986-89, handling global and international economic issues. He was also Director of the Department of State's Operations Center 1983-84.

In addition to his ambassadorial assignments, Ambassador Kauzlarich has served at US Embassies in Ethiopia, Israel, and Togo.

In December 2001, the Century Foundation published his report, "Time for Change? US Policy in the Transcaucasus." He is a coauthor of "Aid During Conflict: Interaction Between Military and Civilian Assistance Providers in Afghanistan, September 2001-June 2002," published by RAND in 2004.

Ambassador Kauzlarich received his A.A. from Black Hawk College, his B.A. from Valparaiso University, and M.A.s from Indiana University and the University of Michigan.

He is a Nonresident Senior Fellow at the Brookings Institution in the Foreign Policy program working with the Center on the United States and Europe. He is also a Visiting Fellow at the Joint Forces Staff College of National Defense University.

He is a member of the National Council of the College of Arts and Sciences at Valparaiso University. He serves on the board of Lutheran Social Services of the National Capital Area and is its Vice Chair. He is also a member of the advisory board of Clean Trade.