أكاديمية الإمارات الدبلوماسية

EMIRATES
DIPLOMATIC
ACADEMY

2017-2018
Graduate
Catalog

Letter from the EDA President:

Dear students,

Welcome to the Emirates Diplomatic Academy!

You are embarking on a great educational journey that will challenge and reward you in equal measure. In the coming months, we will lead you into a new world of learning, whether you are in our nine-month Post-Graduate Diploma programme or our new MA programme in Diplomacy and International Relations.

Combining the best of academia, research, and practical training, the Academy will provide region-specific courses, thought leadership, and access to the UAE's finest diplomatic minds to ensure that you return to your jobs equipped with valuable skills and expertise to make a difference for your country. Upon graduation, you will join the next generation of UAE foreign policy professionals. Our graduates emerge with the confidence and capabilities to proudly serve our country's interests at home and around the world.
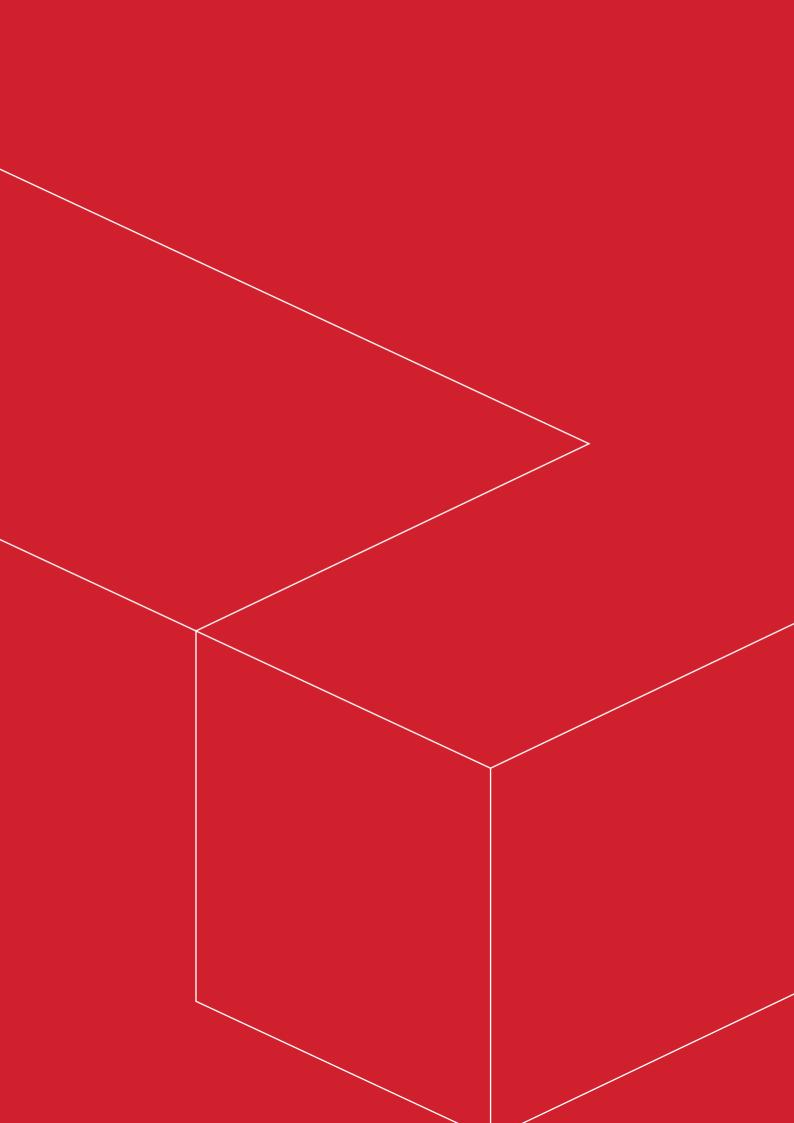
At the Emirates Diplomatic Academy, we are very proud to have established ourselves as the hub of diplomacy in the region in such a short time. During your tenure at EDA, you will improve your skills with an excellent diplomatic team, you will gain insights from several distinguished personalities, faculty and visiting fellows on a wide range of topics, and have the opportunity to conduct various research-based projects that will enhance your knowledge of international relations and diplomatic practice.

During a time of challenges for our country and our region, the work of the Emirates Diplomatic Academy and its students acquires special importance. Therefore, concentrating on your academic achievements in the year ahead will be not only in your best interest but also in the best interest of our nation.

Wishing you success,

Bernardino León

President, Emirates Diplomatic Academy

Letter from the Education Director:

Dear EDA Students,

I am writing to welcome you to both the Emirates Diplomatic Academy (EDA) and the Department of Education. The Education Department is central to EDA because it combines the academic faculty, Student Affairs, the Registrar's Office and the Library. We are also the home to both the Postgraduate Diploma (PGD) program and the new Master of Arts (MA) in Diplomacy and International Relations.

The quality of teaching is one of the distinguishing features of EDA. Our faculty have all demonstrated a very strong commitment to excellence in the classroom. You will find that they have collectively designed a range of assignments to enable you to understand the issues relevant to diplomacy and international relations from multiple points of view. You will be taught by faculty which knows you and monitors your progress. Even more impressive, EDA's faculty are both dedicated teachers and successful researchers. Faculty research impacts teaching because it means that students are learning from scholars who are also actively pursuing questions that are important to UAE foreign policy and diplomatic practice. Furthermore, since our curriculum is multidisciplinary, your classes will enable you to understand the complexities of global dynamics and diplomatic practice by drawing on scholarship which arises out of political, economic, historical, cultural and other key academic disciplines.

You can anticipate that the quality of student experience will be rich and memorable. When you enroll at EDA you are part of a small cohort which will explore academic subjects, participate in co-curricular activities, do Capstone projects, be involved in simulations and travel on at least one group trip. During the course of the year EDA will host many interesting speakers, some of whom will come to your classes. The pace will be fast, the year will go by quickly and our students should graduate, knowing that they have made some life long friends and valuable professional contacts.

EDA is a new institution, but we are proud of the electronic resources that our students have at their disposal in the library. As we grow, we will continue to build on our collection so that the work that our students do can be drawn from diverse sources of knowledge. More than anything else, EDA has established itself as a rigorous learning community, which draws upon faculty, researchers, staff, students and now alumni to enrich the quality of its conversation and its many strands of engagement with diplomatic practice.

In welcoming you to EDA, then, I am confident that you will have a great experience which will continue to be relevant to your professional growth and development, long after you have graduated.

Sincerely,

Stephen L. Keck
Director of Education

1. About the Emirates Diplomatic Academy

1.1. Overview

The Emirates Diplomatic Academy (EDA) was established as an independent federal entity under Cabinet Decision No. (29) of the year 2014 by His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. EDA emphasizes a combination of diplomatic education and training. A prestigious platform that combines the best of academia, research and practice, EDA equips the UAE's current and future diplomats with the knowledge and multi-disciplinary skills to effectively serve their nation.

In our rapidly evolving and highly interconnected global environment, national security and prosperity depend on knowledgeable and informed government leaders, policy-makers and diplomats. The ability to promote the UAE's interests on the world stage and find innovative solutions to the most pressing global issues, while maintaining positive strategic relations with regional and international partners, has never been more important or complex than it is today. Diplomats are the highly skilled agents who enable states to effectively carry out their agenda.

Accordingly, diplomats must receive specific trainings: they need to be equipped to understand global developments and have the requisite skills to present their countries in the best possible way. Leadership is a critical component of any successful diplomat because they must possess great integrity, be dedicated, have significant knowledge, be innovative, have sophisticated communication skills and have the ability to make quick and incisive judgments.

EDA aims to promote the capacity of the UAE's diplomatic leadership. Through its nine-month Post-Graduate Diploma (PGD) program in UAE Diplomacy and International Relations and its Master of Arts (MA) program in Diplomacy and International Relations, EDA equips junior UAE diplomats with the essential theoretical knowledge and practical skills needed to succeed in the world of international affairs and diplomacy.

EDA is the academic home of 50-60 students, taught by a combination of resident, visiting faculty and visiting fellows involved in diplomatic practice. In addition, EDA functions as a platform for thought leadership and relevant research on international relations and diplomacy in the region. Its research faculty provides curricular input through co-delivering some courses and engaging the students in EDA research. EDA also provides short-term executive training courses to its students and to current employees of the Ministry of Foreign Affairs and International Cooperation (MoFAIC) and others interested in diplomacy and international relations.

1.2. EDA Vision

To be a recognized center of excellence for diplomatic capacity development, research and thought leadership.

1.3. EDA Mission

To build the capabilities that support the objectives of the UAE's foreign policy leaders, by delivering high-impact training and disseminating research and thought leadership that furthers the understanding of diplomacy and international relations.

1.4. EDA Operating Model

The EDA Operating Model offers a unique blend of academic teaching and professional training with research activities that are focused on the specific context of the UAE and the region. EDA offers:

- **Education Programs** that qualify Emiratis to serve their nation by offering accredited and relevant academic programs in the field of diplomacy and international relations.
- **Executive Training** that strengthens the members of the diplomatic and consular corps and expands training offerings to other government entities and businesses interested in diplomacy skills.
- **Research and Analysis** that contributes to domestic and international debates on issues relevant to the UAE's foreign policy.

1.5. Accreditation and Licensure

The Ministry of Education (MoE) of the United Arab Emirates officially licensed EDA to award a Post- Graduate Diploma (PGD) in UAE Diplomacy and International Relations in 2014. The PGD program was further upgraded in June 2016 and the Ministry of Education (MoE) and the Commission on Academic Accreditation (CAA) approved the changes. The CAA and MoE accredited the MA program in Diplomacy and International Relations in August 2017.

1.6. The CIE Competencies Framework:

EDA aims to graduate diplomats that are Capable (C), Influential (I) and Ethical (E). The CIE Competencies Framework stipulates that EDA graduates shall be:

a. Capable (C):

- **Skillful:** EDA graduates master traditional diplomatic skills (including languages, written and oral communications, negotiating, networking, crisis management, consular) and specific 21st century skills (including digital technology, using big data, brand management and public relations, campaigning, and using social media).
- **Astute:** EDA graduates show good judgment, display abundant tact and earn the trust of their seniors.
- **Knowledgeable:** EDA graduates possess a robust understanding of international affairs as well as of their own country, and have an insatiable curiosity to learn more.

b. Influential (I):

- **Leaders:** EDA graduates can set out a vision, build and mobilize networks, relationships and coalitions to achieve specific goals, and organize and motivate staff and stakeholders to achieve them
- **Communicators:** EDA graduates are empathetic listeners, who build trust by being honest and authentic, and can write and speak persuasively using multiple media.
- **Innovators:** EDA graduates are creative and outcome-focused, think critically and outside the box, and adapt flexibly to changing circumstances.

c. Ethical (E):

- **Courageous:** EDA graduates are resilient under pressure and willing to convey inconvenient truths.
- **Disciplined:** EDA graduates are punctual, reliable, hardworking and well presented.
- **Committed:** EDA graduates demonstrate great integrity, are dedicated to promoting their country's interests and passionate about international cooperation.

2.Academic Year

The Academic Year runs from September through July and consists of two semesters and a unit in January and February in which EDA runs skills courses. The Fall semester begins on September 12, 2017 and the Spring semester begins on February 18, 2018.

PGD classes are generally held between 9.00am and 5:00pm, Sunday through Thursday. MA classes are generally held between 5pm and 8pm, Sunday through Wednesday.

ACADEMIC CALENDAR 2017 – 2018	
September 12 – 13, 2017	New PGD Students Orientation
September 17	PGD classes begin
September 18	New MA Students Orientation
September 24	MA classes begin
September 28	Deadline to add-drop classes for MA students
November 30	UAE Martyr's Day*
December 7	Last day of classes for PGD Fall 2017 classes
December 10 – 14	PGD Fall 2017 Assessment Week
December 14	End of Fall 2017 Semester Last day of classes for MA Fall 2017 classes
December 17	**Beginning of Winter Break – No Classes**
January – February 15, 2018	Short Skills Courses for PGD Students *(exact dates TBD)*
February 18	Spring 2018 Semester begins – PGD & MA classes begin
February 22	Deadline to add-drop classes for MA students
March 25 – April 7, 2018	**Spring Break – No Classes**
March 23 – April 1	EDA Annual Trip (exact dates TBC)
April 8	PGD and MA classes Resume
May 15	Ramadan Starts*
June 14	Last day of classes for Spring 2018 semester
June 15	Eid Al Fitr*
June 17 – 21	PGD Spring 2018 Assessment Week MA Theses Defense & MA Comprehensive Exams Period
June 24 – 26	PGD Capstone Projects Presentations
July 5	End of 2017 – 2018 Academic Year

Classes are suspended during all national and Islamic holidays as declared by the UAE government.

3. Admissions

A. Admissions to the PGD Program in UAE Diplomacy and International Relations:

The EDA accepts students to the PGD program who are sponsored by MoFAIC or other UAE government entities, as per the policies of the EDA Board of Trustees.

3.1. Entry Requirements

Candidates should be highly motivated, outward looking, open to new ideas, and able to share insights from their own experiences. Applicants are evaluated on academic preparation and their depth and quality of experience, as demonstrated by academic performance to date, stated motivation and submitted written work.

Applicants should satisfy the following minimum admissions criteria:

- Bachelor's degree or equivalent from an accredited university or college recognized by the UAE Ministry of Education and Scientific Research (MoE)
- GPA: Minimum of 3.0 (on a 4.0 scale)
- TOEFL: Minimum score of 550 or equivalent (computer-based TOEFL score of 213, Internet-based TOEFL score of 79-80), or
- IELTS (academic): Minimum score of 6.0

3.2. Application Procedures

To apply for the PGD program, students can apply via:

- A recognized UAE government entity
- The EDA website, with proof of eligibility and approval of a UAE government entity.

Candidates wishing to apply for the PGD program must submit the following documents:

- Completed application form for admission
- All official university degrees and transcripts
- Official standardized test scores (TOEFL or IELTS)
- Curriculum Vitae (CV)
- Personal Statement

- Passport copy
- Copy of Emirates ID (if applicable)
- Copy of Family book (if applicable)

3.3. English Language Requirement

Applicants to the PGD must demonstrate proficiency in the English language. This can be done by submitting official test scores for (at least) one of the following tests: Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS). The IELTS exam should be the academic version. A score of 550 on the paper-based TOEFL, 79-80 on the internet-based TOEFL, or 6.0 on the IELTS is required.

3.4. Transfer, Visiting, Non-matriculated Students and Transfer Credits

For the 2017 – 2018 Academic Year, EDA does not accept transfer, visiting, exchange or non-matriculated students in the PGD program. In addition, EDA does not accept transfer credits or equivalency courses from other universities. EDA also does not accept transfer credits from undergraduate programs.

3.5. Application Assessment

The Registrar, assisted by Student Affairs, screens all applications for completeness and demonstration of minimum requirements. All eligible applications are forwarded together with the evaluation form to the Admissions Committee, which carries out the following assessment steps.

- Academic Screening: Every application is reviewed by the Admissions Committee which evaluates the applications in accordance with the following:
  - o Academic strength
  - o Career motivation
  - o Language skills
- Psychometric and Skills Evaluation: Applicants are evaluated using a standard

psychometric exam that assesses the core competencies, characteristics, and baseline skills as a diplomat.

- Interviews: Applicants are evaluated through personal interviews with the Admissions Committee. In exceptional cases, interviews may be conducted via phone or Internet.
- Admission decision: the Admissions Committee makes the final decision, which is sent for endorsement to the EDA President's Office. Applicants will receive the official notification of admission or rejection from the Registrar.

B. Admissions to the MA Program in Diplomacy and International Relations:

The MA program in Diplomacy and International Relations is a program open to students who have successfully completed 24 credits of coursework in the PGD program and who are sponsored by MoFAIC or other UAE government entities.

3.6 Entry Requirements

Candidates to the MA program should satisfy the following admissions criteria:

- Students who graduate with a minimum CGPA of 3.5 over 4 in the PGD program are automatically eligible to enroll in the MA program.
- Students with a CGPA between 3.0 and 3.49 in the PGD program may be given the opportunity to take a written and oral qualifying exam. Successful candidates who pass both components of the qualifying exam will be enrolled. Candidates who do not pass one or both components of the qualifying exam will not be admitted to the MA program and may not re-take the exam.

- Students who do not pass the qualifying exam may re-apply in the following academic year.
- Students with a CGPA lower than 3.0 in the PGD program are not eligible to enroll in the MA program.

3.7 Enrollment Procedure

The EDA Registrar, assisted by Student Affairs, screens eligible candidates and contacts them to determine their interest in enrolling.

Students may enroll in the MA program at two entry points. The regular enrollment cycle starts in the summer preceding the start of the academic year. A second call for enrollment may be issued in the winter preceding the beginning of the Spring semester.

3.8 Transfer Students, Visiting Students and Transfer Credits

For the 2017 – 2018 Academic Year, EDA does not accept transfer, visiting, exchange or non-matriculated students in the MA program. In addition, EDA does not accept transfer credits or equivalency courses from other universities. EDA also does not accept transfer credits from undergraduate programs.

3. Orientation Program

For PGD students, the mandatory Orientation program takes place in the first two days of the Academic Year. PGD students can expect an orientation to EDA, an introduction to EDA faculty and staff, an overview of the academic program and to EDA rules and regulations.

MA students can expect an orientation to the MA program in addition to EDA rules and regulations. All students receive their ID cards and are introduced to EDA facilities during the Orientation.

4. General Academic Information

4.1 Language of Instruction

English and Arabic are the languages of instruction at the Emirates Diplomatic Academy.

4.2 Class Size

In order to create and foster a constructive learning environment, PGD class size is generally limited to a maximum of 30 students per class while MA classes will normally not exceed 20 students. In exceptional cases and for lecture hall courses, the entire student body may be in one class. In language classes, the number of students shall not exceed 12 students.

4.3 Academic Credit Hours

A credit represents fifteen classroom contact-hours and thirty non-contact hours. For example, a course worth 3 credits would require three contact hours per week and six non-contact hours per week over a 15-week semester.

All PGD core courses and MA courses have 3 credit hours each, with the exception of the MA Thesis that consists of 6 credit hours. Credit-bearing classes are counted in the students' GPAs.

4.4 Academic Evaluation, Grading Mechanism and Grading Scale

Faculty members in all academic, skills and language classes evaluate student performance freely and provide fair and consistent assessments of student performance. Assessment methods include but are not limited to projects, oral presentations, research papers, case studies and written examinations (in-class or take-home). All grades for academic work are based strictly on the quality of the work submitted, not on the hours of effort or on external circumstances.

Faculty members keep clear and comprehensive records of student assessments to insure the accurate calculation of student performance over each course and as a reference in the case of any student appeal of particular grades. Grades submitted to the Registrar by the faculty member are considered final after the approval of the Education Director. Faculty members submit all final student grades within the deadlines specified by the Registrar. Students will have access to their grades online, via the Student Management System (Emada). The faculty member's ability to change a grade once submitted is limited (see sections 4.19 on "Grade Change Periods" and section 7.10 on "Academic Grievances and Appeals").

The EDA uses the following grading scale:

Letter	Grade Point	From	To	Status
A	4.00	95	100	Pass
A-	3.70	90	94	Pass
B+	3.30	87	89	Pass
B	3.00	83	86	Pass
B-	2.70	80	82	Pass
C+	2.30	76	79	Pass
C	2.00	70	75	Pass
F	0.00	0	69	Fail

In addition, students will be requested to complete course evaluations at the end of each semester. For short-skills courses, trainer and course evaluation forms will be provided by the end of every short skill course to determine how effective the training efforts have been.

Evaluation in short-skills classes:
Students will be evaluated during the short skills courses and the trainer will prepare an evaluation report for every student indicating the student's performance, skills and commitment in the class.

4.5 Grade Point Averages
Credit-bearing courses are calculated in the students' GPAs. The EDA grading system uses two grade point averages: the semester (term) grade point average (GPA or TGPA) and the cumulative grade point average (CGPA).

Grade Point Average (GPA)

The grade-point average is the combined grade point average of all courses (including failed courses) attempted by a student in a particular semester. It is calculated by adding together the numerical value of the grade for each course multiplied by the number of credit hours, and divided by the total number of credit hours taken in that semester.

Cumulative Grade Point Average (CGPA)

The CGPA is the combined grade point average of all courses (including failed courses) attempted by a student at EDA in all semesters. The CGPA can be calculated by dividing the sum of all grade points earned in all semesters by the total credit hours attempted in both semesters at EDA.

For the 2017 – 2018 academic year, academic classes will be counted in the students' GPAs and grades will be displayed on the students' transcripts. Grades obtained in all short-skills

and language courses will also be displayed on students' transcripts.

For the 2017 – 2018 academic year, students in the MA program will obtain a TGPA reflecting their grades in the MA courses only and a CGPA reflecting their combined GPA for 36 credits.

4.6 Registration and Add/Drop

For the PGD program, no add/drop period exists. PGD students will be enrolled automatically to the all their academic and short skills courses.

For the MA program, an add-drop period of one week is allowed after the beginning of each semester (see section 2 on the "2017 – 2018 Academic Year" for more information). Eligible students may freely switch tracks during add-drop week.

4.7 Eligibility to Graduate

Students in the PGD and MA programs whose CGPA is lower than 3.0 are not eligible to graduate from EDA.

PGD Students:

For PGD students, winning a Capstone Award or being placed on the EDA Honor's List for one semester (see section 4.8 on "Awards") does not guarantee eligibility for graduation if the CGPA is below 3.0 at the end of the academic year.

PGD students who do not complete their short skills training courses and/or language classes successfully are not eligible to graduate. PGD students must complete all short skills and language courses successfully by attending the courses, completing the pre- and post-assessment, completing all assessments, completing the assigned readings and engaging with the trainers and participants.

MA Students:

In addition to maintaining a CGPA of 3.0 and above, MA students in Track One have to pass the Comprehensive Exam at the end of the

academic year. MA students in Track Two have to get a minimum of B on their MA Thesis defense.

4.8 Awards

EDA awards the following types of recognition to its PGD and MA students. The Academic Affairs Committee (AAC), in coordination with the EDA President's Office, approves all student awards.

a. **Honor's List:** PGD and MA students whose CGPA is higher than 3.6 will be placed on the EDA Honor's List and will receive such recognition during the graduation ceremony.

b. **Capstone Awards:** In the PGD program, students who submit outstanding Capstone projects in the "Research Methods and Capstones for UAE Foreign Policy" class are eligible to win one or more awards as a group. The Education and Research & Analysis Directors make recommendations to the EDA President's Office as to who should win the awards. The EDA President's Office then makes the final decision regarding Capstone awards. The Awards are announced during the graduation ceremony.

4.9 Examinations

Faculty members determine the type of exams to administer in their classes. When exams take place on the EDA campus, faculty members are expected to proctor the respective exam in question. In all assessments, faculty members should hold students to strict adherence of the EDA's policies on academic integrity (see section 7.8 on "Academic Integrity").

4.10 Auditing MA Classes

Full-time MA students taking two classes (6 credits) in one semester may opt to audit a third class only with the permission of the instructor. Auditing students are exempt from completing class requirements and will not receive a grade on the class. Audited classes do not count in the student's GPA.

Students who wish to audit a class should fill out an "Audit Attendance" form, which can be obtained at the Registrar.

4.11 Repeating a Course to Improve One's Grade:

Repeating a course to improve one's grade is not allowed in the PGD program. Repeating the same course or another elective to improve one's grade is not allowed in the MA program.

4.12 Repeating a Failed Course in the PGD Program

If students failed a course and did not graduate from EDA as a result, only under exceptional circumstances can students repeat the course in the following academic year. The student would have to appeal to the AAC, providing written documentation as to why he/she failed the course and why they want to repeat it. The AAC has to unanimously agree to allow the student to repeat a course and the decision has to be endorsed by the EDA President. Only then will the student be granted permission to repeat the course.

4.13 Repeating a Failed Course in the MA Program

If students failed a course and did not graduate from EDA as a result, only under exceptional circumstances can students repeat the course (or another elective) in the following academic year. The student would have to appeal to the AAC, providing written documentation as to why he/she failed the course and why they want to repeat it (or take another class). The AAC has to unanimously agree to allow the student to repeat a course (or take another elective) and the decision has to be endorsed by the EDA President. Only then will the student be granted permission to repeat the course, or take another elective.

4.14 Withdrawal from a Course in the PGD Program

All elements of the PGD program are mandatory for all students and thus withdrawal from a

course is not applicable. In exceptional circumstances, a grade of "I" (Incomplete) will be assigned for a course (see section 4.16 on "Incomplete Grades").

4.15 Withdrawal from a Course in the MA Program

For students in the MA program, withdrawal from a course is accepted only with the written approval of the Education Director. Students can only withdraw from a course by the *fourth week* of the semester. A grade of "W" ("Withdrawn") will be assigned to the class and will show on the student's transcript. The student would have to repeat the course, or take another elective, in the following academic year. Students in Track Two cannot withdraw from the MA Thesis class.

MA students who wish to withdraw from a course should request a "Course Withdrawal" form, which can be obtained at the Registrar.

4.16 Incomplete Grades

In exceptional circumstances, a student in the PGD or MA program may be allowed not to complete a course in a specific semester after securing permission from the course instructor and approval from the Education Director. A grade of I (incomplete) will be assigned for the course. Students must complete the course requirements no later than the fifth week of the following semester. Failure to meet the deadline will cause the student to receive a grade of "F" in the course.

Incomplete grades can also be assigned to students who take an extended Maternity Leave (see section 5.6 on "Leaves").

4.17 Withdrawal from the PGD and MA Programs
Students who choose to withdraw from the PGD and MA program can do so by filling out the Complete Withdrawal Form (which can be obtained through the Registrar). The AAC reviews and approves students' withdrawal

requests and informs the EDA President's Office of its decision.

4.18 Readmission
Students that have previously withdrawn from the PGD and MA programs may reapply and seek to resume their studies in the following year as per the approval of the AAC. Students who were dismissed due to violations of the Student Code of Conduct (see section 8 on the "Student Code of Conduct") and/or due to probation (see section 4.20 on "Academic Standing and Probation") may not be re-admitted.

4.19 Grade Change Periods

A period to change course grades is determined by the Registrar at the end of every semester. Students may write to the Registrar and/or Student Affairs requesting a Grade Change Form for the course in question. Grade changes will happen in exceptional circumstances involving statistical error, computational mistake or data entry mistakes.

During the Spring semester, students can seek to change grades for the preceding Fall semester. During the summer or Fall semester, students can request to change grades for the preceding Spring semester. Students cannot request to change grades from the Fall semester grades during the summer or during the following academic year. Students cannot seek to change grades outside of the approved periods set by the Registrar.

Faculty members and/or the Education Director will respond to the grade change requests within one week of the grade change period.

4.20 Academic Standing and Probation

All EDA students are committed to programs of graduate studies and that means they are expected to perform at a higher academic standard than undergraduate students.

Accordingly, all students in the PGD and MA program must maintain a term grade point average (GPA) of at least 3.0 (B average) or better to remain in good academic standing.

Students may be placed on Probation in the following instances:

1) If a student receives two C grades in courses in one semester and/or the student's GPA falls below 3.0, his/her academic status will lead automatically to Probation. Students on Probation are not be eligible to graduate from EDA if their CGPA at the end of the academic year is lower than 3.0 (see section 4.7 on "Eligibility to Graduate").

2) Since the PGD and MA programs run for one academic year, students who receive an F grade in a credit-bearing course will also be placed on Probation and should not expect to graduate. They also will have their complete academic record reviewed by the AAC.

    a. In the case of PGD students, the AAC will also consider the student's potential as a diplomat. If the AAC does not believe that the student has a reasonable chance at success or is unable to graduate, it can recommend that the student be asked to withdraw from

EDA or be dismissed. In case of dismissal, the student will be notified in writing by the EDA President's Office.

    b. In the case of MA students, the AAC will consider the student's grades and complete academic profile. The AAC may recommend that the student repeat the course or take a substitute course in the following academic year, or may recommend that the student withdraws from the program. The AAC notifies the concerned students in writing.

3) In addition, all students who are excessively absent, who violate the Student Code of Conduct (see section 8) and/or who violate EDA's academic integrity rules will be placed on Probation and may face dismissal (see section 7.8 on "Academic Integrity"). In such cases, PGD students who are on Probation because of excessive absences will be dismissed from EDA if they miss one class without a valid excuse, cause disruption to classes or violate the Student Code of Conduct (see section 8) in any other way.

Students on Probation will be notified in writing of their academic status. Probation letters will be permanently paced in the student's file.

5. General Registration Procedures

5.1 Privacy Rights of Students

The Registrar is responsible for maintaining all students' personal and academic records, ensuring the privacy and confidentiality of these records, and implementing the academic policies and regulations of the EDA.

Students have the right to review their personal information, academic records, and to update or change their personal data and contact details through the "Change of Contact Information Form", which can be obtained at the Registrar.

5.2 Transcripts

All students can review and print unofficial copies of their transcripts. The Registrar is the only office that has the authority to print official complete transcripts with EDA's seal. Students should submit an official "Transcript Request Form" requesting the issuance of a transcript.

5.3 Student Records

All student records will be stored in a secure, fireproof cabinet in the office of the Registrar and/or Student Affairs. Electronic academic records are stored using a computer-based student information system. This system has an automatic backup function to avoid any data loss or damage.

5.4 Student Records from Other Institutions

EDA has the right to keep all student documents submitted from another institution as the property of EDA, and is not required to provide any copies of these documents, to return original documents to the student upon the completion of the program, or to forward these documents to another institution on behalf of the student.

5.5 Student ID

All students are issued EDA identification cards by the Registrar when they first enroll in EDA. This card is the property of EDA and must be surrendered to EDA upon request. The card displays the student's photo and contains the student's name, ID number, and date of birth.

All students are expected to carry their card with them at all times when on EDA property. An ID card must be produced when official identification is needed, such as when checking out books from the library, and registering for courses, etc.

EDA's security personnel have the right to request that students produce and/or surrender their ID cards. Security personnel also have the obligation to identify themselves to students as a Security Officer of the Academy. Failure to present the card when requested by an EDA official is a violation of the Student Code of Conduct and may restrict the holder's access to the EDA and/or its facilities. Any attempt to use an expired, altered or duplicated EDA ID or make use of another student's ID is prohibited.

5.6 Leaves

Whenever a student takes leave, he/she is responsible for ensuring that they catch up with the course material that they have missed. All leave requests should be submitted to Student Affairs. There are seven types of permissible leave for PGD and MA students:

a. *Sick Leave:*
Students are allowed a maximum of 9 business days of sick leave per academic year. Students should submit their sick leaves from their doctor within 48 hours of the absence. Any sick leave that extends beyond 3 days should be supported by a medical report. All leaves and

medical reports should be submitted to Student Affairs. The permitted number of sick leaves may be extended in exceptional medical circumstances, but only with the authorization of the Education Director.

b. Maternity Leave:
Students on maternity leave can miss up to 2 weeks during the academic year. Students who wish to take a longer maternity leave of up to 3 months will receive an "Incomplete" grade in the classes they are enrolled in (see section 4.16 on "Incomplete Grades") and will have to complete their classes the following academic year, subject to their employer's approval of them taking the time to do so. In such cases, the student will not graduate until they have successfully completed all of the required courses.

c. Paternity Leave:
Students on paternity leave are allowed 3 business days of leave during the academic year.

d. Compassionate Leave:
Students can take up to 3 business days of compassionate leave for first-degree relatives. They have to provide the death certificate to Student Affairs.

e. Hajj Leave:
Students can take up to 10 days per academic year for Hajj leave. Students should notify Student Affairs prior to leaving on Hajj.

f. National Service:
Students who miss class because of National Service requirements can take up to two weeks of leave. They need to inform Student Affairs prior to their departure. They are responsible for making up any missed assignments in coordination with their instructors.

g. Emergencies:
Students should contact Student Affairs within 48 hours should they be absent. EDA reserves the right to contact the student's Emergency Contact to request information on the student's whereabouts. Should the student not be contactable within 48 hours, EDA will consider that student as 'missing' and may assign an "Incomplete" grade for the semester (see section 4.16 on "Incomplete Grades").

6. Advising and Evaluation of Students:

6.1 Academic Advising

Each student in the PGD and MA program is assigned to a faculty member who takes responsibility for providing academic advice and monitoring progress of the student's academic performance throughout the academic year. The academic advisor is also responsible for approving some advisees' academic requests, such as withdrawing from courses.

6.2 EDA Mentorship Program:

The EDA Mentorship Program is a mandatory program and is available to all students who are seeking to develop new skills or make progress toward their diplomatic and professional goals. Mentoring is a widely used development tool with a proven impact on effectiveness, confidence and career advancement. EDA seeks to use the available expertise and knowledge to support the development of EDA's students and future diplomats through its Diplomacy and Career Mentoring Program (done by visiting fellows and career diplomats) and its Personal Development Mentoring (done by mentors and coaches).

Students will be paired with a mentor at the beginning of the academic year and will be required to meet with the mentor once a month, at the very least. Students and mentors are required to sign a Mentoring Agreement, which specifies the mentee's goals and a process for achieving them.

Students can opt to continue their Diplomacy and Career Mentoring Program after their graduation from EDA.

6.3 Comprehensive Student Evaluation (CSE):

While at EDA, and in addition to their ongoing academic evaluation in all their courses (see section 4.4 on "Academic Evaluation, Grading Mechanism and Grading Scale"), all students are evaluated at the end of the academic year using the Comprehensive Student Evaluation (CSE) form (see Appendix One. Form may be subject change).

The CSE process stipulates that students are evaluated on the basis of three criteria: Academic Performance, Practical Skills, and Character. Students are then rated on each of the three categories and are assigned an overall score. Other items such as attendance records, warnings and probation status are taken into account during the end-of-year evaluation. A committee approved by the AAC and led by the Education Director evaluates all students. The evaluations are reviewed and approved by the AAC and the EDA President's Office. While each individual evaluation is confidential, students can petition the AAC to request a brief summary of its main findings.

7. Academic Policies

7.1 PGD Students' Attendance in All Academic, Skills and Language Classes

Attendance in Academic Classes:

PGD students are required to attend all academic, skills and language classes. EDA tolerates *one unexcused* absence per class, per semester only. Students who consistently miss class without a valid excuse may receive a Warning Letter and be placed on Probation (see section 4.20 on "Academic Standing and Probation") for the remainder of the academic year. All letters will be permanently placed in the student's file. Warning letters due to excessive absences may not be appealed.

Students on Probation may be dismissed from EDA if they miss any other class without a valid excuse (see section 5.6 on "Leaves" for more information on what constitutes a valid excuse and section 7.9 on "Dismissal"). The EDA President's Office notifies students and their employers in writing in cases of dismissal.

Attendance in Short-Skills Classes:

Students are required to attend all the scheduled hours of every short skill course. Students who are absent for more than 5% of the total course duration will receive an "I" (incomplete grade) and will not be eligible to graduate from the PGD program. Students should inform the Executive Training Department if they are unable to attend or are expected to be late and should provide valid documentation of their absence.

Attendance in Language Classes:

Students are expected to attend all classes and participate in all learning activities in the language course for which they registered. A Warning Letter will be given to students who are absent from their languages classes. When a student's absences become excessive, a failing grade ("F") will be recorded for the course and the student will not be allowed to continue in the course.

PGD students' attendance records will be taken into consideration when evaluating the students at the end of the academic year (see section 6.3 on "Comprehensive Student Evaluation (CSE)").

7.2 MA Students' Attendance in All Academic and Skills Classes

MA students are required to attend all academic and MA skills classes. EDA tolerates *one unexcused* absence per class, per semester only. Students who miss class due to work-related commitments are required to provide Student Affairs a written excuse to have the absence removed.

7.3 Punctuality

Punctuality in Academic Classes:

PGD students are expected to be on time for all academic classes. Students who are more than 10 minutes late to class will be marked absent on that day. Students who are consistently late to class (more than 3 times) may receive a Warning Letter, which will be permanently placed in the student's file.

MA students are expected to be on time for all academic and MA skills classes. Students who are more than 15 minutes late to class may be marked absent on that day. The instructor is responsible for defining all punctuality guidelines. Students who are late due to work-related commitments are required to provide Student Affairs and the instructor a written excuse explaining their lateness to have the absence removed.

Punctuality in Short-Skills Classes:

Students who come to class up to 15 minutes after the course is scheduled to start will be marked late. Two late marks will equal one absence. In addition, students who come to class up to 30 minutes after the course is scheduled to start will be marked absent.

PGD students' punctuality records will be taken into consideration when evaluating the students at the end of the academic year (see section 6.3 on "Comprehensive Student Evaluation (CSE)").

7.4 Class Disruptions

PGD and MA students are expected to remain in the classroom for the entire duration of all academic, skills and language classes. It is at the discretion of the faculty member to define what constitutes a class disruption in their class and to decide on an appropriate course of action in the case of frequent class disruptions, including leaving the classroom for any reason. This may result in one of the following actions:

- Lowering a student's participation grade
- Assigning an "F" grade on a student's participation grade
- Lowering a student's final grade

For PGD students, in the case of such behavior being reported to Student Affairs as a persistent problem by one or more faculty members, the student in question may also receive a Warning Letter, which will remain in the student's file. Further violations beyond this will result in a Final Warning Letter to be issued by the EDA President's Office.

PGD students' behavior in class will be taken into consideration when evaluating the students at the end of the academic year (see section 6.3 on "Comprehensive Student Evaluation (CSE)").

7.5 Submission of Coursework

Course work submission deadlines are assigned by the instructor and indicated in the course syllabus. PGD and MA students are expected to

follow these deadlines and to submit all their course work on time. Upon late submission of coursework, the professor decides whether to accept the coursework, apply a penalty for late submission or reject it according to the instructor's policies that are specified in the course syllabus.

When a student is unable to undertake, complete or hand in a piece of coursework due to circumstances beyond his/her control, the student should notify the instructor regarding this issue prior to the course work deadline. The instructor may decide to extend the submission deadline and assign a new date.

Faculty members are encouraged to use EDA software when requesting the submission of coursework and assignments.

7.6 Mobile Phone Use

EDA considers the use of mobile phones to be disruptive to the learning environment. A low tolerance policy is thus enforced.

a. In the classroom:

Mobile phone use of any kind is forbidden in all classrooms unless for emergency cases. Frequent use of mobile phones in the classroom will be reported to Student Affairs and may result in a Warning Letter that will be permanently placed in the student's file. Repeated mobile phone use and subsequent warnings will be seen as a deviation from the Student Code of Conduct (see section 8.a on "Disrupting EDA Operations") and may result in probation or dismissal from EDA (see section 8 on the "Student Code of Conduct").

b. During exams:

The use of mobile phones (and related devices) is **strictly forbidden** during exams—unless the instructor has granted permission. All phones may be collected from students before the start of the exam. Any mobile phone use during exams will be considered as a violation of academic integrity and will be penalized

according to section 7.8 (on "Academic Integrity") of this Handbook.

c. During EDA events and lectures:
Mobile phone use is forbidden during all EDA events and guest lectures. The use of mobile phones during events will be considered as a violation of the Student Code of Conduct (section 8.a on "Disrupting EDA Operations") and will be penalized according to section 8 (on the "Student Code of Conduct") of this Handbook.

7.7 Participation of Students in EDA Events and Guest Lectures

PGD students are expected to attend all EDA events and guest lectures that they are invited to, whether on the EDA campus and/or off campus. In exceptional circumstances, a valid excuse should be provided to Student Affairs in writing at least 24 hours prior to the event should the student be unable to attend.

PGD students are not permitted to miss more than *one* EDA event per semester without written authorization from the Education Director. A Warning Letter will be issued and be permanently placed in the student's file when a student misses more than one event without prior justification.

PGD students' active and serious participation in EDA events and guest lectures will be taken into account when evaluating students at the end of the academic year.

MA students are encouraged to attend all EDA events and guest lectures but are not required to do so. Instructors may choose to reward MA students for attending EDA events.

7.8 Academic Integrity

EDA is an academic institution with strict policies regarding academic integrity. A zero tolerance policy is therefore implemented to protect the work of both students and researchers. Academic violations include, but are not limited to, the following:

- **Plagiarism.** Using another person's ideas or expressions in one's writing without acknowledging the source constitutes plagiarism. This includes not citing references properly according to recognized academic standards. Students are strictly prohibited from plagiarizing the work of others in all assignments and assessments.

- **Copyright violation.** Copyright violation is defined as photocopying and/or making use of copyrighted printed material, and images, using duplicated copies of computer software and/or unauthorized use of any kind of documents.

- **Inappropriate collaboration.** Inappropriate collaboration is defined as receiving unauthorized assistance in writing, revising, and/or developing any kind of assignment, report or take-home exam without acknowledging the involvement of that person.

- **Dishonesty in Examinations.** Dishonesty in examinations is defined as cheating during exams, giving assistance to others without permission from the professor, using illegal prior knowledge of exam questions ahead of the examination period, and impersonating other students during exams.

- **Dishonesty in Coursework.** Dishonesty in coursework includes multiple submissions of completed coursework to more than one course (unless approved by the instructor).

- **Submission of Coursework.** Whenever students submit coursework, they are expected to be able to discuss it in detail with the concerned faculty member. Failure to be able to do so may be considered as an academic violation.

Penalties for Academic Integrity Violations in the PGD and MA Programs:
Academic violations, including plagiarized work, copyright violations, inappropriate

collaborations, cheating on exams, and impersonating others are taken very seriously and are handled by the concerned faculty member. Faculty will notify the AAC when such violations occur. The AAC will create an ad hoc committee to address and deal with violations as needed. Students who have direct knowledge of academic integrity violations are required to report it to the Education Director. Failure to do so or to not provide information under relevant circumstances will itself be regarded as a violation of EDA's academic integrity policy.

Upon investigating the integrity violation, the ad hoc committee and the AAC may recommend the following sanctions:

1. **Resubmission with penalty:** resubmission of any academic work with academic penalty to be determined by the instructor.
2. **Grade penalty**: defined as lowering of the final class grade, lowering of the assignment grade, or failing the assignment.
3. **Probation:** students who violate EDA's academic integrity will be placed on probation for the remainder of the academic year. They will be notified of their probation in writing by the EDA President's office. The letter will be permanently placed in the student's file.
4. **Dismissal**: Only the AAC in cooperation with the EDA President's Office may approve dismissal in the event of an academic integrity violation. The EDA President's Office notifies the students and their employers in cases of dismissal due to academic integrity violations.

7.9 Dismissal

All students who are on Probation for the duration of their study at EDA may be dismissed during their second semester of study. Furthermore, students who appear to be unable to maintain a sufficient level of academic performance, rigor and discipline, who violate the Student Code of Conduct (see section 8) and/or who violate EDA's academic integrity

rules (see section 7.8 on "Academic Integrity") can be dismissed.

The AAC will review all instances of academic dismissal and will forward its recommendations to the EDA President's Office. The President's Office will notify students and their employers in writing of any decision to dismiss.

7.10 Academic Grievances and Appeals

An academic grievance may arise in two instances:

1) When a student believes his or her work has been **graded unfairly.** This grievance can be resolved in three ways:

Step 1: Informal Resolution

The initial recourse for the student is to meet with the faculty member to discuss the issue and determine whether the result is due to miscalculation of a grade, in which case a Grade Change Request Form will need to be filled out and sent to the Registrar during the Grade Change Period defined by the Registrar. The student is notified by email once the grievance process has been resolved.

Step 2: Formal Resolution

If a grievance still exists after the student's meeting with the instructor, the student may be required to go through a Formal Resolution process during which he or she must describe the grievance in detail via e-mail and verbally to the Education Director. The Education Director will discuss the grievance with the relevant faculty member and will try to resolve it. Once the process is concluded, the student will be notified by email by the Education Director. The Formal Resolution process should take place no later than one week after the end of the Grade Change Period.

Step 3: Appeal Process

If the conclusion of the Formal Resolution process is unsatisfactory to the student, then the

student should submit within one week of the conclusion of the Formal Resolution process a complaint in writing to be reviewed by the Academic Affairs Committee (AAC). The student's submission should describe in detail the conditions and factors that led to the perceived grievance and the actions taken during the informal and formal resolution processes. Normally, the AAC will notify the student in writing of their recommendations and the actions taken to redress the issue if the grievance was upheld within three weeks of the filing of the complaint.

2) An academic grievance may also arise when a student believes that he or she was **unfairly warned, placed on Probation or dismissed.** In such cases, the student should follow the same procedures outlined in Step 3 (Appeal Process) by writing to the Chair of the AAC and describing in detail the conditions that led to the perceived grievance. Students also need to fill out an Academic Grievance Form, which can be obtained through the Registrar.

The Chair of the AAC will first try to resolve the grievance by meeting with the appropriate parties to the situation. Only if a resolution cannot be found will the matter go to the AAC for deliberation. The AAC will then discuss the grievance and forward its decision or recommendations to the EDA President's Office. The EDA President's Office will then notify the student in writing of its decision. The AAC will only recognize formal complaints that go through this grievance process.

8. Student Code of Conduct

EDA seeks to foster an academic community committed to the educational and personal growth of its students. The purpose of this code is to provide students with a clear statement of the standards of behavior expected in an educational environment, so that they make responsible choices regarding their participation in the academic community and understand the consequences of any infringement of these standards.

EDA seeks to create an environment that promotes academic achievement and integrity, to foster a community that is respectful of the rights, opportunities, and welfare of students, faculty, staff, and guests, that is free from violence, threats, and intimidation, and promotes the health and safety of the EDA community, to preserve the spirit of community and provide a comfortable and safe environment for all students enrolled at EDA, to preserve the responsible stewardship of its resources and to protect its property and resources from theft, damage, destruction, or misuse.

The Student Code of Conduct shall apply to all students enrolled at EDA, to student conduct that occurs on EDA premises and at all EDA-sponsored activities, whether on and off campus, in the UAE and abroad.

Disciplinary Actions for Violations of the Student Code of Conduct:

Any alleged breach of the Student Code of Conduct will be reported to the AAC and the EDA President's Office and will result in disciplinary action. Disciplinary action includes a written warning, probation, or dismissal from EDA. Students who have been dismissed due to violations of the Student Code of Conduct will be denied access to EDA premises and services. The EDA President's Office will notify students in writing of the corresponding disciplinary action and will also notify the students' employers when such violations occur. Students who believe that they have been unfairly sanctioned may appeal the decision to the AAC through a formal process (see section 7.10 on "Academic Grievances and Appeals").

a. Disrupting EDA Operations

EDA students should refrain from:

- Engaging in obscene, offensive, indecent, or unacceptable conduct on EDA property and at EDA sponsored events in the UAE and abroad;
- Not complying with the lawful order of an EDA faculty or staff acting in the lawful performance of his or her duties and authority in all academic activities;
- Damaging the reputation of EDA through unacceptable actions or behaviors;
- Bringing unauthorized visitors onto the EDA's premises;
- Disrupting or interfering with any event, program, class or facility in the EDA;
- Failing to present the student ID to an EDA staff member upon request;
- Forging or unauthorized use of the EDA's documents, forms, records, or ID cards;
- Engaging in solicitation in or on the EDA premises, or intentionally acting to impair, interfere with, or obstruct the orderly conduct, processes, and functions of EDA;
- Not meeting the full expectations of EDA academic integrity rules (see section 5. 18)

b. **Relations with Other Students, Faculty and Staff:**

Students should refrain from:

- Intentionally limiting or restricting the freedom of a person to move about in a lawful manner;
- Impersonating another student, faculty or staff.
- Behaving violently or excessively disturbing other groups or individuals;
- Threatening (by any means), intimidating, coercing or using physical or sexual force in a manner that endangers the safety of another person.
- Causing another person to be fearful of physical or emotional harm or abuse, or intentionally harassing or stalks another person.
- Disrespecting any or all of EDA's faculty and staff, including cleaners and security personnel.
- Disobeying instructions given to them by any member of the EDA faculty and staff.
- Falsifying their personal information held by EDA.
- Attempting to bribe or give gifts to any member of the EDA's staff. This excludes reasonable token gifts.
- Communicating with the EDA staff in an inappropriate manner, including sending inappropriate e-mails, letters, or anonymous notes.
- Disrupting any professional activity being conducted by a staff member on campus, such as EDA's corridors, classrooms, and the cafeteria.

c. **EDA Property**

Students should refrain from:

- Knowingly and without consent possessing, removing, using, misappropriating, or selling the property or services of another person or of EDA,
- Intentionally or negligently damaging property owned or in the possession of another person or of EDA,
- Defrauding or procuring money, services or materials from EDA or persons under false pretenses;

- Obtaining the property of another person by deceptive means;
- Entering or using EDA facilities or property of EDA or another person without consent or authorization;
- Littering EDA campus property;
- Breaching EDA's computer network.
- Hacking EDA email networks, software, or computer network

d. **Welfare, Health and Safety**

Students should refrain from:

- Using, possessing, or manufacturing, firearms, explosives, unregistered fireworks, or other dangerous articles;
- Falsely reporting a fire, activating emergency warning equipment, or communicating false information;
- Abusing, removing, or damaging fire and safety equipment;
- Failing to vacate a building or facility when a fire alarm is activated;
- Failing to leave a building, street, walk, driveway or other facility of EDA when directed to do so by an EDA official having just cause to so order;
- Using, possessing, distributing, selling, or being under the influence of alcohol, narcotics, hallucinogens, drugs, or controlled substances, except as permitted by law.
- Bringing pets to the EDA campus

e. **Offensive Material**

EDA's professional environment requires that all students respect the following policy concerning offensive materials:

- EDA's computer resources must not be used to produce, view, store, replicate, or transmit inappropriate materials.
- Staff or students using EDA facilities who find materials being displayed to be offensive have a duty to act assertively by informing the Education Director.
- Students may not post printed materials anywhere on campus without the approval of the

Communications and Support Department Director.

The following describes what is typically understood to be offensive:

o Pornographic, nude, semi-nude or other similarly lewd images;
o Materials displaying excessively violent or graphic content;
o Materials of racist or sexist or similarly demeaning content;
o Any materials that is understood to be obviously socially and/or culturally offensive;
o Any material or practice that is religiously intolerant or degrading.

f. Unlawful Behavior

Students should refrain from:

- Repeated abusive or demeaning conduct or language based on a person's race, gender, sexual orientation, color, religion, national origin, physical or other disability, age, political beliefs or affiliations, or socioeconomic status;
- Verbal comments; physical comments; mail, email, or phone calls, graffiti, or the display of offensive material; unwanted sexual attention of a persistent or abusive nature; or sexually-oriented remarks, jokes, comments and/or behavior.
- Unwelcome sexual advances or touching or physical assault.

If any student believes that he or she has been the subject of harassment or if any student is aware of or witnesses a situation that he or she believes to be based upon or involving harassment, the student must report the matter immediately to the Education Director.

EDA prohibits and will not tolerate any coercion, intimidation, retaliation, interference, or discrimination against a student for reporting harassment, for filing a complaint of harassment, or for assisting in any investigation of a harassment claim.

g. Dress Code

Students are expected at all times to dress appropriately according to the cultural expectations of the UAE and in reflection of their status as provisional employees of the government.

h. Smoking Regulations

Smoking is prohibited in all spaces of all EDA facilities, except in designated spaces.

9. Student Services and Activities

9.1 Available Services:

All EDA students have access to a range of services, including advising, dining facilities, health services, IT support, prayer rooms and a student lounge. Students should contact Student Affairs for more information on all available services at EDA.

9.2 Learning Resources

The EDA has an equipped library and technological resources on campus to assist students in the effective completion of their academic work. The library and the student lounge are available to students on campus.

Use of these facilities is available from 8.00 am to 5.00 pm to allow students to access learning resources outside of classroom hours. On days when MA classes are held, the library and lounge operating hours will be extended to 9pm. The library has a wide range of materials, including books, periodicals, electronic learning resources, and reference desk. The student lounge is equipped with 24-hour screens and outlets for students to conduct individual and group study work.

9.3 Student Participation in EDA Research:

PGD and MA students are encouraged to volunteer with the Research and Analysis Department to assist them with research. The selected students work on specific projects as Research Assistants (RAs) to the Senior Research Fellows. The students are not paid for their work as it is solely on a volunteer basis and they are expected to dedicate a small number of hours per week for the research work. Their hiring is done on a needs-basis and is done through a competitive process involving an

interview with the Senior Research Fellow. Once the publication that they are assisting with is published, their service as RAs ceases.

9.4 Student Council for PGD Students:

EDA has an elected 10-member Student Council that is selected at the beginning of each academic year. The Student Council is presided by the Student Council President and Vice-President. The Student Council is a representative body that represents students' concerns to the EDA faculty and senior management. The Student Council is also responsible for hosting and organizing various student activities, both on and off campus. The Student Council is elected and managed according to the Student Council Bylaws, which were approved by the AAC during the Fall 2016 semester.

9.5 EDA Annual Trip:

The EDA Annual Trip (or Trip) provides a practical understanding of diplomacy for students and is meant to introduce students to different perspectives and ideas related to international development, bilateral and multilateral diplomacy and foreign policy. Students will also experience team spirit, diplomatic networking and will build relationships with their colleagues.

The Trip is a *mandatory* exercise for all students and will be taken into account during their end-of-year Comprehensive Student Evaluation. Each year, the EDA President's Office will choose different destinations to reflect a balance between cultures, people, and diplomacy.

When more than one destination is given, all students will be given 48 hours to select their

destination preference. Preferences are not guaranteed and are subject to fair distribution. The EDA President's Office will finalize and inform students of their designated destination within 48 hours of receiving a final list.

Prior to going on the trip, an approved form of agreement (The "Terms and Conditions of Participation") should be signed by all students and returned to their trip chaperones. If students decline signing the Terms and Conditions of Participation, he/she will not be allowed to participate in the Trip.

EDA will cover the students' transportation and accommodation costs during the duration of the trip. The EDA will offer a return economy-class ticket to each student and students may opt to upgrade at their own expense. Students who choose to remain in the destination after the completion of the trip will be allowed to, on the condition that this does not impact their academic attendance. EDA will not cover accommodation costs once the trip is completed.

When abroad, students are recognized as EDA Ambassadors and actual representatives of their government and they should act accordingly. Students are required to adhere to all policies and procedures included in the EDA Student Code of Conduct (see section 8) throughout the

duration of the trip. In addition, students are required to observe the following rules:

1- Female students are not allowed to invite family members *(mahram)* to accompany them on the trip.
2- All students are expected to attend all functions associated with the Trip, including, but not limited to, meetings, meals, social gatherings, and tours.
3- Students who are absent from or late to more than 2 activities may be held accountable through the EDA disciplinary process.
4- Students are expected to follow their trip leaders' and chaperones' directions and adhere to their expectations.
5- All students must abide by the Ministry of Foreign Affairs and International Cooperation travel guidelines and tips which can be located at
https://www.mofa.gov.ae/Citizen/Pages/GuidelinesTravelTrips.aspx
6- Students are expected to behave in a manner that is consistent with EDA mission and values.
7- The Trip Administrators will report to the EDA President's Office any student misconduct and/or serious matters involving health, safety or well-being of students.
8- Students must take full responsibility for their own safety and well-being.
9- Students are not permitted to leave the group during official Trip activities.

10. PGD Program in UAE Diplomacy and International Relations

10.1 Description and Objectives

The Post Graduate Diploma (PGD) program in UAE Diplomacy & International Relations equips UAE entry-level diplomats and other working in the field of diplomacy with the essential theoretical knowledge and practical skills needed to succeed in the world of international affairs and diplomacy. The program combines academic courses with training in diplomatic and language skills. In the academic part of the program, students gain a thorough understanding of the political, diplomatic and economic aspects of international relations. The courses offered reflect 21st century dynamics of international relations and position UAE foreign relations in their global and regional contexts. At the same time, students learn the fine arts of diplomacy, including negotiation techniques, etiquette & protocol, presenting, debating and political reporting. Throughout the program, students also learn and develop their proficiency in a language.

The overall objectives of the PGD program fall into 4 categories, around which the Program Learning Outcomes (PLOs) are structured.

1- Knowledge & Global Insights

The program aims to equip the graduate with advanced specialized knowledge in international relations and diplomacy in order for the graduate to assess and critically analyze the economic, political, legal, social and geographical aspects of international relations, as well as the interactions between these aspects in current developments - in particular in relation to the Middle East region.

2- Diplomatic & General Skills

The program aims to graduate students able to exercise different dimensions of the conduct of diplomacy and excel in carrying out the tasks and responsibilities associated with the position of an entry-level diplomat through advanced problem-solving skills, the appropriate analytical techniques, and research and communication strategies.

3- UAE National Pride & Civic Responsibility

The program aims to enhance UAE national pride and civic responsibility by shaping graduates that demonstrate pride in carrying out the mission of UAE foreign policy and explaining the UAE priorities and interests abroad.

4- Linguistic & Communication Skills

The program aims to provide graduates that are able to express themselves in Arabic and English, while also having at minimum a basic understanding of a third language. The program graduates students with advanced communication skills to present, explain and/or critique diplomatic positions to nationals and non-nationals.

10.2 PGD Program Learning Outcomes (PLOs)

The Program Learning Outcomes of the PGD in "UAE Diplomacy & International Relations" are:

1- Disciplinary Knowledge:

Upon successful completion of the program, students will be able to demonstrate specialized knowledge in the theories and practice of international relations and diplomacy and relate

them to the United Arab Emirates' (UAE) foreign policy role. Students will also be able to understand, assess and analyze the various political, economic, legal, cultural and social aspects of current international developments, in particular those affecting the UAE and the Middle East region.

2- Research & Critical Thinking:

Upon successful completion of the program, students will demonstrate a solid and comprehensive ability to critically evaluate information from various sources and develop coherent arguments. Students will also develop creative problem-solving skills and adapt advanced research methods to complete high-quality research projects.

3- Communication and Language:

Upon successful completion of the program, students will be able to demonstrate advanced diplomatic communication skills when presenting and explaining their personal work and the position of the UAE to various academic and non-academic audiences, in Arabic, English and in a third language of their choice.

4- Professional Excellence:

Upon successful completion of the program, students will be able to successfully design and complete projects related to the practice of diplomacy, either autonomously or as part of a team. They will also be able to effectively apply and adapt advanced diplomatic skills such as negotiation, mediation, protocol and etiquette, in professional settings at the Emirates Diplomatic Academy (EDA) and in the conduct of UAE foreign policy.

5- Leadership:

Upon successful completion of the program, students will be able to demonstrate a clear ability to lead, motivate and delegate to their teams while using available resources efficiently to produce outcomes.

10.3 PGD Curriculum

The 9-months PGD program in UAE Diplomacy and International Relations combines academic courses with diplomatic training courses and language training.

The mix of **8 mandatory core courses** is designed to equip the UAE entry-level diplomat with the necessary political, economic and legal knowledge and expertise. These courses are listed in the below table with the prefix "PGD-CORE".

The shorter, **mandatory short-skills training courses in diplomatic and general skills** are listed in the below table with the prefix "PGD-SKILL".

Additionally, EDA offers training in the following languages: Spanish, French, Russian, Farsi, or Chinese.

The following courses are offered at EDA during the 2017 – 2018 academic year:

CODE	COURSE NAME	CREDIT HOURS
PGD CORE001	Preparing for 21st Century Diplomacy	3
PGD-CORE002	Theories and Practice of International Relations	3
PGD-CORE003	International Relations of the Middle East	3
PGD-CORE004	UAE History and Culture	3
PGD-CORE005	International Political Economy	3
PGD-CORE006	International Security and Conflict Resolution	3
PGD-CORE007	International Law for Diplomats	3
PGD-CORE008	Research Methods & Capstones for UAE Foreign Policy	3
PGD – SKILL001	Diplomatic Protocol and Etiquette	
PGD – SKILL002	Bilateral and Multilateral Negotiations	
PGD – SKILL003	Political and Country Analysis	
PGD – SKILL004	Consular Diplomacy	
PGD – SKILL005	Diplomatic Writing (Arabic)	
PGD – SKILL006	Diplomatic Writing (English)	
PGD – SKILL007	Public Speaking and Media Handling	
PGD – SKILL008	Developing Talking Points	
PGD – LANG001	French Language	
PGD – LANG002	Spanish Language	
PGD – LANG003	Chinese Language	
PGD – LANG004	Russian Language	
PGD – LANG005	Farsi Language	

The courses are distributed as follows over the 2017 – 2018 Academic Year:

Fall 2017 Semester September – December 2017	Skills Month January – February 2018	Spring 2018 Semester February – July 2018
• Preparing for 21st Century Diplomacy (Part I) • Research Methods & Capstones for UAE Foreign Policy (Part I) • UAE History and Culture • Theories and Practice of International Relations • International Relations of the Middle East • Language Classes	• Diplomatic Protocol and Etiquette • Bi-Lateral and Multi-Lateral Negotiations • Political and Country Analysis • Consular Diplomacy • Diplomatic Writing (English) • Diplomatic Writing (Arabic) • Public Speaking and Media Handling • Developing Talking Points	• Preparing for 21st Century Diplomacy (Part II) • Research Methods & Capstones for UAE Foreign Policy (Part II) • International Political Economy • International Security & Conflict Resolution • International Law for Diplomats • Language Classes

10.4 PGD Degree Requirements

The degree requirements for the Post Graduate Diploma in UAE Diplomacy and International Relations are as follows:

- The successful completion of all 8 core courses of 3 credits each with a CGPA of 3.0 and above
- The successful completion of all short-skills training courses with a grade of "Pass" (P)
- The successful completion of all language courses with a grade of no less than "B"

10.5 Program Time Limit

Students in the PGD program must complete the program requirements during one academic year.

10.7 PGD Course Descriptions

A. CORE COURSES:

a. PGD-CORE001: Preparing for 21st Century Diplomacy (3 credits)

"Preparing for 21st Century Diplomacy" is a key

element of the Emirates Diplomatic Academy's aim to be the leading global diplomatic academy in 21st century skills by 2020. While centered on diplomacy, it combines in-class lectures (including from leaders in their fields) with practical exercises, role-plays, simulations, exercises and debates. It also draws on the expertise of EDA Visiting Fellows.

Over two semesters, students will understand how diplomacy has evolved throughout history, the ways that it is changing in the digital age, how to use new forms of power and how to navigate the contemporary challenges and opportunities offered by digital diplomacy.

The course aims to develop capable, influential and ethical diplomats equipped with key diplomatic competencies and skills (including communications, negotiations, crisis diplomacy, trade promotion) and attributes (including courage, curiosity, critical thinking, leadership, strategy).

b. PGD – CORE002: Theories and Practice of International Relations (3 credits)

This course explains the concept of state and system in terms of contemporary approaches to international relations theory. It identifies some of the principal problems and issues that confront international relations, and places the study of world politics in their historical and current contexts. The course combines teaching of the concepts and ideas of international relations with a discussion of diplomacy in the modern Middle East, with a particular emphasis on the guiding principles of UAE diplomacy.

The course aims to:

1. Provide knowledge of and insights into the evolution of world order in the 21st century;
2. Help students contextualize international events;
3. Explain diplomacy in terms of theoretical frameworks;
4. Help students identify the principal problems and issues that confront world politics;
5. Help students improve their diplomatic judgment of events and developments;
6. Help students understand the successes and failures of modern diplomacy in light of the fundamental IR theories;
7. Help students articulate the guiding principles of UAE foreign policy in light of the fundamental IR theories.

a. PGD – CORE003: International Relations of the Middle East (3 credits)

This course introduces students to the major socio-political and economic forces that shaped the Middle East region's trajectory since the collapse of the Ottoman Empire in 1923 to the present. The course will examine the dynamics that have affected the region as a whole, while nation-specific historical analysis will detail those domestic and geopolitical phenomena that inform local divergence, state rivalries, and the fault lines around which cooperation and conflict fall. Throughout this class, careful attention is devoted to linking all these processes to the experience, national interest, and policy outlook of the UAE. Fundamental to this review will be the legacy of imperialism on the political economy of Gulf States. Within this structure, questions of leadership, political systems, ideology, religion, markets, development models, and geopolitics will be emphasized. In doing so, the course combines the subjects and methods of history, political science, religion, and political philosophy that is critical in understanding the politics of the Middle East.

b. PGD – CORE004: UAE History and Culture (3 credits)

Offered in Arabic, this course, which covers the period from 1761 through to 1971, is designed to familiarize students with core issues related to the history and culture of the UAE. The course is divided into three parts. The first section covers the period of 1761-1930 (before the discovery of oil in the Arabian Peninsula), including the early history of the Bani Yas, along with nineteenth-century treaties with Britain. The second part examines the period of the 1930s until 1968 (the period of the discovery of oil in Eastern Arabia up to the British announcement in 1968 of their departure from the Gulf in 1971). This section focuses on introducing the concept of demarcation of boundaries, which, while well-known in Western society, was unfamiliar in Arabia. This section will examine the impact of the discovery of oil on the local rulers' territorial claims and the way the Western world changed their ideas about the value of the desert and inland areas. The discussion includes the roles played by the British and Americans in supporting the UAE and Saudi territorial claims based on the interests of their respective oil companies. Other topics in this section include the influence exerted by Shaikh Shakhbout and Shaikh Zayed, the Saudi occupation of the

Buraimi oasis, international arbitration to settle the border disputes, the 1955 British unilateral frontier declaration and the impact of Britain's 1968 announcement of withdrawal from the Gulf in 1971.

Finally, the third and final part of the class focuses on the short but important years of 1968-1971, culminating in British military withdrawal and formation of the UAE. Topics in this section include: King Faisal's proposal of 1970 for a territorial settlement and Shaikh Zayed's position and reaction, the failure of the federation of nine emirates, the changing role of Britain in the last years before British withdrawal, the Iranian occupation of the three islands belonging to Ras al-Khaimah and Sharjah, Shaikh Zayed's efforts to unify the seven emirates, and UAE independence.

c. PGD – CORE005: International Political Economy (3 credits)

The course explores the intersection between politics and economics at the domestic and global levels. It starts by offering an overview of key macroeconomic concepts and principles that have shaped current economic debates in the region and beyond, such as economic growth, unemployment, taxation and budget deficits. Then, the class explores the fundamental theories and perspectives that have shaped the global economy, from economic liberalism to the structuralist perspective of socialism. Feeding into these theoretical debates is a thorough evaluation of important economic trends that have shaped the 20th and 21st centuries such as trade, global investment mechanisms, inequality, globalization, poverty and development.

d. PGD – CORE006: International Law for Diplomats (3 credits)

A strong understanding of international law is paramount to the success of any diplomat and/or policymakers throughout their career. This course will provide students with an introduction to the field of international law, examining the history of ideas, legal doctrines, institutional and administrative structures developed over the last century to organize our global society. The course will examine how to enforce international law (including international courts) as well as how to look at relevant legal issues from political, juridical, economic, cultural and security perspectives. The course will include the fundamental concepts of international law which diplomats will have to use since the beginning of their careers, enhancing the practical aspects of professional relevance.

Likewise, new developments have taken place in the last two decades that have produced key transformations of international law. It is particularly relevant when it comes to terrorism, environment and water, to name but a few. Evolutions like the creation of the International Criminal Court have also to be taken into account. Current trends will allow students to understand the evolution of International Law and diplomacy in general, since it is a process and a work in progress.

e. PGD – CORE007: International Security & Conflict Resolution (3 credits)

This course provides a broad overview of major theoretical approaches, concepts and substantive issues in the field of international security and conflict resolution. The course begins with an analysis of the problem of war in the international system and the nature and primary characteristics of contemporary armed conflicts. This is followed by an examination of the prevention of deadly conflicts, the management of escalation and crises, the termination of violent conflicts, enforcement of

cease-fire agreements, and post-conflict transformation and peace-building. It also looks at institutional arrangements for strengthening cooperation in response to traditional and non-traditional security challenges, including alliances, multilateral regimes, security communities, and political integration as approaches to consolidating cooperation among states. The general theoretical overview of the topic will be accompanied by regular examples from issues of primary concern to the foreign policy of the UAE. As a country of stability and peace situated within a turbulent and frequently violent region, the course emphasizes how UAE diplomats may manage conflicts within the Middle East region and contribute to building cooperation and peace in its immediate neighborhood, elsewhere in the Middle East, and in global multilateral institutions seeking to build cooperation in security relations worldwide.

f. PGD – CORE008: Research Methods & Capstones for UAE Foreign Policy (3 credits)

Doing research, analyzing information and presenting it in the right way to various audiences is a key aspect of succeeding in academic and diplomatic careers. This course will first introduce students to the principles of doing research and of writing for academic and professional purposes, various analysis and project management tools, and to methods related to data gathering and data analysis. Then, students will refine and apply these research and analysis skills to specific Capstone projects that they will undertake individually and in groups of three or four.

Extending over a period of two semesters, the Capstone projects are designed to link the learning environment with the professional environment of the UAE Ministry of Foreign Affairs and International Cooperation (MoFAIC) or any other entity. The projects will enable students to consider important questions, such as: What kind of data do I need to analyze a

country or a policy issue? Where do I find it and how do I interpret it? How do I generate policy recommendations from this data? How do I present this to my directors, peers and to other audiences?

B. SHORT SKILSS COURSES:

The Executive Training Department seeks to train PGD students and prepare them professionally to be well prepared to the challenges and opportunities that they will face in the 21st century. The PGD short skills courses guide them through the theoretical and practical building blocks of diplomacy with a focus on contemporary issues and challenges. The courses cover traditional and contemporary topics in diplomacy and are kept relevant through discussion of current events and trends. Trainers include practicing and retired diplomats with both theoretical expertise and practical experience in the field. The PGD short skills courses that are offered transform students into effective and productive diplomats. The list below displays the PGD short skills courses:

- Diplomatic Protocol and Etiquette
- Diplomatic Writing in Arabic and English
- Bi-Lateral and Multi-Lateral Negotiations
- Political and Country Analysis
- Consular Diplomacy
- Public Speaking and Media Handling Affairs
- Developing Talking Points

The short skills courses will be offered in the Spring semester for 6 weeks period, from 14 January 2018 to 22 February 2018. Short-skills courses usually run from 9:00 am to 4:00 p.m.

Students will not receive completion certificates for their short-skills courses.

a. PGD – SKILL001: Diplomatic Protocol and Etiquette

This course aims at equipping students with the tools of protocol and etiquette. The rules of international protocol and etiquette are essential tools for diplomats in all forms of communication with foreign counterparts, as they show both professionalism and respect for other parties in formal settings. This course will cover the ceremonial rules that are followed during official functions and how to behave at these special occasions, and also provides a set of established rules of courteousness that are to be respected in society. Diplomatic Protocol contains the ceremonial aspect of protocol procedures, behavior of etiquette, rules of courteousness in society, and respect for precedence. It also helps diplomats master the basics of etiquette and get a better understanding of multicultural manners.

b. PGD – SKILL002: Bi-Lateral and Multi-Lateral Negotiations

This course gives participants important insights and practical skills in negotiations and debate in a diplomatic way, a core activity for diplomats that has never been more important than today. In an increasingly connected world with an ever-growing number of parties (state and non-state), negotiations are a vital skill to effectively manage interests. Diplomatic negotiation is a discipline in itself and differs greatly from business-to-business negotiations. The former is much more about the relationship, the latter more about short-term financial gain. Diplomatic negotiations tend to be about creating win-win solutions and ensuring that none of the parties loses face. Empathy and listening skills are crucial elements, while business-to-business tend to rely more on "dirty tricks".

c. PGD – SKILL003: Political and Country Analysis

Diplomats need to be able to quickly assess situations in partner countries or countries important for their foreign policy. Those assessments are meant to help them make informed strategic decisions about policy choices. When talking to diplomats, we find that time and time again one of the greatest challenges is the communication process between a foreign post and the capital. Without understanding the context, getting the right message across can be challenging at the least. This course will provide knowledge of the range of analytical and methodological approaches that enable students to think critically, to analyze aspects of politics from a variety of perspectives, and to critically evaluate the relationship between knowledge, power and policy. An important aspect of political country analysis for diplomats is the need to analyze different aspects of a country: economic, political, sociocultural, security and legal. Those aspects are all equally important to define a foreign policy strategy towards a given country, and tools used need to address all of those aspects.

d. PGD – SKILL004: Consular Diplomacy

This course introduces participants with the practices of consular diplomacy, explains and provides examples of how consular diplomacy connects to related subjects, including outreach to a diaspora, migration, labor affairs, services to citizens working abroad, and emergency management in delivering consular services, and finally, effectively organizes and plans work at a consular post in a mission abroad.

e. PGD – SKILL005 & 6: Diplomatic Writing in Arabic and English

The two hands-on courses provide students with the knowledge and skills to proficiently and confidently communicate, present, negotiate and debate in diplomatic Arabic and English, both orally and in written form. The courses run over two weeks. They cover different types of

diplomatic correspondence such as (Formal, informal letters, Protocol letters and Notes …etc.) in addition to many types of reports. The course explains the processes involved in their preparation, drafting and handling is included. Instructions will be given for each type of correspondence. This course will use international relations terminology, to explain diplomatic correspondence and diplomatic documents, to develop speaking skills (in the form of discussion, debates, presentation), writing skills (composing different types of diplomatic notes). The courses also will enable students to use the analytical skills to communicate with MoFAIC through diplomatic reports. In addition, they will enable students to communicate with other diplomats through Letters of congratulations and condolences.

f. PGD – SKILL007: Public Speaking and Media Handling

The course includes a wide array of external communications, interfacing with different stakeholders such as the general public and/or the media, as well as presenting and explaining the official positions of the UAE and its national interests, or representing the UAE in official events, responsibilities that have become part of diplomats' day-to-day obligations. Therefore, appropriate public speaking skills and media training are essential to help diplomats represent the UAE across countries where are assigned.

Moreover, the course contains topics in public speaking and media relations that prioritize creating a right balance between theory and practice. It provides the most innovative theory with hands-on sessions to ensure that diplomats understand how to apply these skills in their upcoming media engagements or public speaking events and how to answer difficult media questions, chummy questions and the most embarrassing media questions. Since

diplomats will be delivering their messages in both English and Arabic and will be answering questions on behalf of the government of the UAE, the training is bilingual, to better adapt to the reality of senior diplomats.

g. PGD – SKILL008: Developing Talking Points

This course shows students how to prepare, both for senior colleagues and for themselves, clear, engaging and memorable talking points and speeches for any occasion. It covers key principles of public speaking and practical techniques for making drafts lively and easy to use. The course will enable students to apply the pros and cons of different approaches to live audiences while developing talking points.

C. LANGUAGE COURSES:
Language courses provide comprehensive practice of all areas in the targeted language. The content covers the grammar, vocabulary and skills needed by learners at the A1- CEFR level (Common European Framework of Reference). As an EAQUALS internationally accredited language training center, students will learn with trainers who are qualified and experienced native speakers in a pleasant and friendly learning environment, utilizing interactive immersion techniques for better results and focusing on language of real life situations they can use every day.

The language courses that are offered under the PGD program are French, Farsi, Russian, Spanish and Chinese. Students can select one of these languages to learn during his/her study at EDA.

Registration for language courses will be open during Orientation. Students should keep in mind that there are limited seats in every language class and the class should not exceed to 12 students.

Language courses are offered throughout the academic year and will be delivered three times a week, from 9:00 am to 11:00 am.

Students will be assessed in the language courses through quizzes, assignments and exams to measure their classroom learning.

Students will also receive a completion certificate by the end of the language course that shows the language level that they have reached by the end of the academic year within the CEFR framework (Common European Framework of Reference).

11.MA Program in Diplomacy and International Relations

11.1 Mission and Description:

The MA in Diplomacy and International Relations is an accredited and continuing program with the following objectives:

- To equip students with greater knowledge of global and regional issues, especially as they relate to the United Arab Emirates (UAE) and the MENA region
- To enable students to acquire the ability to think critically about global and regional issues, particularly as they relate to the UAE
- To develop the students' ability to effectively communicate complex ideas and research results with the highest professional standards
- To develop the students' practical skills needed to become outstanding diplomats

11.2 MA Program Learning Outcomes (PLOs):

The PLOs for the MA program build on the PGD and include:

1. Global and Regional Specialized Knowledge:

Upon the successful completion of the program, students will acquire a strong and advanced understanding of current and historical policies, events and practices that are central to the national interests of the United Arab Emirates (UAE) and the Middle East region and will be able to critically evaluate and analyze global and regional issues related to the study of international relations and foreign policy.

2. Research and Critical Thinking:

Upon the successful completion of the program, students will demonstrate a strong capacity to successfully conduct individual research projects and/or an extensive thesis project. Students will use advanced research tools while investigating complex issues related to diplomacy, foreign policy and international relations by critically examining a range of sources to produce substantive and analytical research papers.

3. Communication and Language:

Upon the successful completion of the program, students will exhibit a high standard for the written and oral exposition of their research.

11.3 MA Curriculum:

The MA is a continuing program that offers students two ways to achieve 12 credits: (1) taking 4 additional courses and passing a comprehensive exam at the end of the academic year, *or* (2) taking 2 additional courses and completing an MA Thesis (6 credits) of not less than 30,000 words.

Track One:
This track consists of 4 elective courses (12 credits, or 3 credits each). In all of these electives, students will complete a research paper, which requires a substantial original contribution on their part. While the requirements for the individual courses may vary, students should expect to write a paper between 6,000 and 8,000 words for each class. Students who opt for Track One will have to pass a written and oral Comprehensive Exam at the end of the Academic Year to successfully complete the MA. The Comprehensive Exam will consist of a written exam that discusses the

content of the MA elective classes that the student took. A committee of three EDA faculty members, two of whom would have to have taught the student in question, grades the written exam. In a second step, students would have to sit for a 30-minute oral exam with a committee comprised of three EDA faculty members.

Track Two:
This track consists of 2 elective courses (6 credits) and the MA thesis (6 credits) and provides uniquely qualified students with the opportunity to write a thesis. Students who have scored a GPA of 3.6 and above in the PGD program are eligible for Track Two. One EDA faculty member would supervise the thesis and the student would be given two semesters to complete it. The first semester would entail the student taking required Thesis Workshops, developing their proposal and beginning to build a substantial bibliography. The student would also have to present (and defend) the proposal to a faculty committee. In the second semester the student would write the thesis and submit it at the end of that semester. The student would then have to defend the thesis orally to a committee of three, which include at least one member external to EDA.

11.4 MA Courses:

The classes that students can take to complete their MA are:

MA Courses	Credits
MA – ELECT001: The Middle East Peace Process	3
MA – ELECT002: Foreign Policy and Extremism/Terrorism	3
MA – ELECT003: Trends in European Foreign and Security Policy towards the Middle East	3
MA – ELECT004: American Foreign Policy in the Middle East	3
MA – ELECT005: Select Topics in International Relations and Diplomacy	3
MA – THESIS: MA Thesis	6
MA – SKILL: Advanced Skills for Diplomats	N/A

11.5 Pedagogy:

At the MA level, students can expect to find an emphasis on developing their research and writing skills. In practice, this means that they will explore the process of developing research papers in all their classes. Students can expect to have seminar-style classes that emphasize discussion and a critical analysis of assigned texts.

11.6 Program Time Limit

Full-time students in the MA program may take a maximum of 6 credits per semester and may complete the program requirements in one academic year. Part-time students may register for 3 credits per semester and may complete the MA program in two academic years.

11.7 Maximum Load

MA students cannot register for more than 6 credits per semester. MA students in Track Two cannot take their two elective classes in one semester, as this would entail a load that is higher than 6 credits.

11.8 Switching Tracks

Students may switch tracks freely during the add-drop week of the first semester. Under

exceptional circumstances, students may apply to change tracks during the semester. Students have to have a compelling reason for switching tracks. Their application to do so will be due during the add-drop week of the following semester and will be reviewed by the Education Director and the AAC. The Education Director will inform the student in writing of the AAC's decision. Students who wish to switch tracks outside of the add-drop week should fill out the "MA Switching Tracks" form, which can be obtained at the Registrar.

11.9 Research Ethics Guidance and Consent relating to Capstone projects and MA Theses:

All EDA students planning to undertake research involving human subjects as part of their Capstone projects and/or their MA Theses are required to comply with the policies and procedures regarding human subjects research.

Students should keep in mind that their conduct in interview/survey situations reflects on EDA and therefore seek to ensure that their conduct enhances the good reputation of the institution. The most common research methods involving human subjects that EDA students are likely to engage with are interviews and surveys. Related research ethics issues arise from the interview/survey situation itself and from data protection.

While conducting research with human subjects, students should keep in mind that no vulnerable subject populations (including children or prisoners) will be involved; the interview subjects will not receive financial payments or other rewards in exchange for their participation; and that research methodologies used do not entail any psychological, social, legal or other type of harm to participant.

Prior to undertaking any such research, all students should print out the *Research Ethics Form* (available at the Research & Analysis Department or RAD), sign it and return it to the

Director of the RAD and to the Education Director.

Informed Consent:
Informed consent is the process through which a researcher obtains (and maintains) the permission of a person to participate in a research study. Informed consent is achieved when a subject receives full disclosure of the research plan and its intent, understands all of the information that is disclosed to him/her, voluntarily consents to participate in the study, and understands he/she may withdraw from the study at any time.

When conducting interviews, EDA students must obtain prior informed consent, and, if requested, take appropriate measures to maintain the anonymity of respondents and ensure data confidentiality.

Informed consent can be sought from the interviewees by e-mail (prior to the interview) or by a short oral presentation by the researcher (before the interview starts). The e-mail/presentation should include: (1) the aims of the research; (2) the rights of the subject (including voluntary participation); and (3) how the data obtained will be used and stored, including if the research team can ensure data confidentiality. Permission for possible audio/video recordings of interviews must also be sought in advance of the interview.

The researchers should not commit to making the results of the research available to the interviewee as this will not be possible in all cases.

Before undertaking any research interviews, students should contact their Capstone or MA Thesis supervisor, providing information on what interviews they plan to conduct, and give the supervisor the opportunity to raise any concerns.

11.10 MA Course Descriptions

a. MA – ELECT001: The Middle East Peace Process (3 credits)

This course examines the Arab-Israeli conflict from its origins in the late 19th century until today -- from both an Arab and an Israeli perspective. Specifically, the course focuses on the political, economic, diplomatic, and military dynamics of that conflict.

Students will become familiar with events surrounding first, the struggle for Palestine and second, the wider Arab-Israeli conflict. It will also help participants identify the principal problems and issues associated with this conflict, and, over and above that, understand the implications for the UAE. Furthermore, the course explores the various but relevant conflict management and conflict resolution initiatives that have thus far been undertaken.

Students will also become familiar with the principal problems and issues associated with this conflict, including the birth of the Jewish national movement, Palestine under the British mandate, the struggle for Palestine, the emergence of the Palestinian national movement, the Arab-Israeli wars of 1948, 1956, 1967, 1973, the Israeli invasion of Lebanon in 1982, the role of the superpowers throughout this period, and the Iranian dimension to the conflict.

The course also covers the various conflict management and conflict resolution initiatives, including the Madrid peace process, that have thus far been undertaken and helps students understand the implications for the UAE and UAE diplomacy.

b. MA – ELECT002: Foreign Policy and Extremism/Terrorism (3 credits)

The main concern of this course is the systematic study of political violence in its different forms and its impact on the foreign policy of nation states worldwide. It is structured along a continuum, ranging from small-scale violence to mass violence, bombings, assassinations, terrorism by sub-national and transnational organizations, state terror, and genocide. Violence in the pursuit of political objectives has been a part of human condition since the beginning of recorded history. Given the controversial nature of the subject matter and the complexity of terrorism, this course will attempt to address the root causes of terrorism and explore the avenues of counterterrorism.

The objective of this course is to examine the topic of terrorism and political violence in terms of theories, forms, causal factors, goals, and consequences. It also aims at examining the impact of terrorism on foreign policy since the end of the Cold War. Since terror and mass killing have become recurring realties throughout the world, understanding of their root causes and patterns is essential in particular for students, and practitioners in the field of diplomacy and foreign policy. In fact, international terrorism has become the centerpiece of the foreign policy of most if not all nations since the tragic attacks of September 11, 2001, in particular.

c. MA – ELECT003: Trends in European Foreign & Security Policy toward the Middle East (3 credits)

This discussion-rich course explores the foreign policies of key European states as well as the European Union (EU) as a whole, with a particular focus on the Middle East. The classes will be conducted in seminar style, with every other week a debate around a topical issue affecting Europe and its foreign policy, including the integration of minorities, (illegal) migration and the refugee crisis, relations with Russia, the EU and Brexit, the future of transatlantic

relations and counter-terrorism measures in Europe.

The course equips future diplomats with essential knowledge of the domestic decision-making processes of these key European players and the EU, helping them to evaluate and assess current and future foreign policy stances. Students will be familiarized with the current policies and initiatives of Europe towards the Middle East and Gulf region, with an emphasis on what is relevant to the UAE. Students will gain understanding of the current (foreign) policy priorities of Europe.

d. MA – ELECT004: American Foreign Policy in the Middle East (3 credits)

The course is designed to study specific issues and problems regarding the United States' relations with Middle Eastern countries. The Middle East is a turbulent, yet rich and important region of the world and the US has been actively involved in its political and economic affairs. While US active involvement in the region dates back to the Cold War era, the class will specifically focus on the post-2000 time period starting with the George W. Bush presidency.

The course looks at the theoretical foundations behind US foreign policy: what drives America to pursue certain policies and not others? How does it decide what role it should play in the world, and in the Arab region in particular? How has US foreign policy alternated throughout the years? After gaining a solid understanding of foreign policy making, the class then shifts to the Middle East and adopts an issue-based approach to understand US-Arab relations. Issues include terrorism, violence, anti-Americanism, defense, weapons procurement and war. The course will also assess the relations of the United States with key Arab Gulf countries such as Saudi Arabia, the UAE and Qatar.

e. MA – ELECT005: Select Topics in International Relations and Diplomacy (3 credits)

The course is a three-credit MA elective with the objective of deepening the students' understanding and knowledge in a specific field related to international relations, diplomacy, and/or foreign policy. The course description will depend on the instructor and the subject being taught. All Select Topics course will address how the topic at hand relates to the UAE and UAE foreign policy.

f. MA – THESIS - MA Thesis (6 credits)

The MA thesis is a two-semester, six-credit course that requires the students to complete a 30 000-word written thesis on a topic related to UAE diplomacy, international relations and/or foreign policy under the supervision of one EDA faculty member. The thesis is an in-depth research project written in English where students identify a solid research question and undertake to answer that question through rigorous academic research. Students who have scored a GPA of 3.5 and above during the PGD program are eligible to opt for the MA Thesis and will have to indicate their preferences during Orientation Days.

During the Fall semester, students will be required to attend six thesis workshops to help them develop their research proposal, narrow down the research question and identify a suitable supervisor and committee. The student will have to present and defend the proposal to a faculty committee. Upon the successful defense of the proposal, the student can begin writing the thesis, which will be due at the end of the Spring semester. Students are expected to defend their thesis in front of a committee of three, one member being external to EDA. The committee will also be responsible for grading the thesis based on a rubric.

12. Directory

Name	Position	Email	Phone
Dr. Stephen Lee Keck	Education Director	Stephen.Keck@eda.ac.ae	02-2016767
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Dr. Randa Abbas	Diplomatic Skills Instructor	Randa.babikir@eda.ac.ae	02-2016724

APPENDIX ONE:

COMPREHENSIVE STUDENT EVALUATION FORM*

* may be subject to change

Student Name:

Student ID:

SUMMARY OF STUDENT PERFORMANCE:

CATEGORY	SCORE	RATING	RANGE	COMMENTS:
ACADEMIC PERFORMANCE				
PRACTICAL SKILLS				
CHARACTER				
TOTAL (OVER 4)				

Completed:

Reviewed:

Approved:

_____

Nahed Al Teneiji (Registrar)

_____

Stephen L. Keck (AAC Chair & Education Director)

_____

Bernardino Leon (EDA President)

Description of Categories and Scores:

- "Academic Performance" refers to students' performance in their academic courses, assessed through their grades and GPA.

- "Practical Skills" refer to students' linguistic, writing, communication, critical thinking and leadership skills, assessed through their classwork and trainings.

- "Character" refers to students' demonstration of key behaviors and traits expected of a diplomat, assessed through observations by EDA faculty and senior management over a 9-months period.

- Description of "Score": Each category's score is ranked on a 4.0 scale. The total score is the average of the three scores, also on a scale of 4.

- Description of "Rating": A rating of "Excellent" indicates a score above 3.75. A score of "Good" falls between 3.50 and 3.74. "Average" falls between 3 and 3.49. "Poor" falls between 2.50 and 2.99. "Very Poor" refers to any score that's below 2.49.

- Description of "Range": Range places each student within a certain percentile range when compared to the rest of the cohort, with the smaller percentile indicating a higher position among the cohort.

DETAILED EVALUATION:

A. EVALUATION OF ACADEMIC PERFORMANCE:

PGD Classes:	Grade	Letter	GPA
International Relations Theory and Practice			
UAE History and Culture			
International Relations of the Middle East			
International Political Economy			
International Security and Conflict Resolution			
International Law for Diplomats			
Preparing for 21st Century Diplomacy			
Research & Capstones for UAE Foreign Policy			
Cumulative GPA (over 4):			

Overall Academic Performance:[1]	Very Poor <3	Poor 3 – 3.24	Average 3.25 – 3.49	Good 3.5 – 3.75	Excellent > 3.76
The student's overall academic performance during the PGD program is:					

_____

[1] The scores mentioned in this table refer to the student's CGPA.

B. EVALUATION OF PRACTICAL SKILLS:

Practical Skills	Very Poor 2	Poor 2.5	Average 3	Good 3.5	Excellent 4
Writing (English)					
Writing (Arabic)					
Public speaking/Communication/Presentation (English)					
Public speaking/Communication/Presentation (Arabic)					
Critical Thinking & Independence of Mind					
Analytical Writing					
Problem Solving					
Leadership Skills					
Third Language Skills (Insert language here)					
TOTAL[2]:					

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[2] The total score refers to the average of all skills scores divided by 9.

C. EVALUATION OF CHARACTER:

Character:	Very Poor 2	Poor 2.5	Average 3	Good 3.5	Excellent 4
Commitment					
Integrity					
Innovation & Curiosity					
Judgment					
Resilience					
Potential					
Teamwork					
Cultural Awareness					
TOTAL[3]:					

[3] The total score refers to the average of all character scores divided by 8.