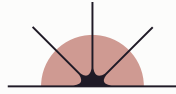


NEW LINES INSTITUTE



# *MA Fellowship*



# Master of Arts in Strategy and Policy Fellowship Program

JUNE 2024-MAY 2025 PROGRAM OVERVIEW

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## The New Lines Institute for Strategy and Policy

**Our mission** is to provoke principled and transformative leadership based on peace and security, global communities, character, stewardship, and development.

**Our purpose** is to shape U.S. foreign policy based on a deep understanding of regional geopolitics and the value systems of those regions.



# Background

## About the New Lines Institute for Strategy and Policy

Established in 2020, the New Lines Institute for Strategy and Policy is a non-partisan, nonprofit think tank based in Washington, D.C., seeking to shape U.S. foreign policy based on a deep understanding of distinct regional geopolitics and value systems. It was quickly recognized among the world's Best New Think Tanks by the University of Pennsylvania's annual global rankings. The Institute advocates for principled and transformative leadership in pursuit of peace, security, and development in global communities across several policy areas.

It retains more than 50 staff members and non-resident fellows and over 150 contributors across more than 200 publications. The Institute leads engagements with key stakeholders in the White House, Congress, Departments of State and Defense, the U.S. military, and a range of foreign governments.

## The Master of Arts in Strategy and Policy – Fellowship Program

The Institute seeks to expand the pool of excellent candidates for careers in foreign and national security policy by offering a special-

ized graduate fellowship program in strategy and policy. This highly selective program seeks students looking for top-tier academic training coupled with rigorous practical experience working at a Washington, D.C., think tank. This combination is designed to fully immerse participants in the experience of working in the policy ecosystem, building skills, making contacts, and practicing their tradecraft.

The Master of Arts in Strategy and Policy – Fellowship Program confers a master's degree in strategy and policy. This program, which lasts one full academic year across four quarters, will provide students with rigorous scholarly and practical training. Students will take courses relevant to U.S. foreign and national security policy and geopolitical and strategic analysis.

Crucially, participants will gain practical experience during the fellowship requirement as research interns at the Institute. Studies will conclude with a capstone project that offers the opportunity to publish at the Institute. This program is unique in its emphasis on simultaneous, integrated, and hands-on practice in the field as a key component of educational experience.



(Getty Images)

## Philosophy

Entering the foreign policy field is more competitive than ever. At the same time, there are few pathways that match and combine intellectual training, academic credentials, practical policy skills, and building meaningful relationships in the community all at once.

The space is crowded and expensive, and breaking into or progressing through it can seem daunting. The Master of Arts in Strategy and Policy – Fellowship Program is designed to equip aspiring policy professionals with as many tools as possible, as thoroughly and efficiently as possible. By housing an academic program within a think tank, students get the best of both worlds – rigorous academic training with a practitioner’s knowledge of the field. Our focus on getting students job-ready in a relatively short period of time reflects our commitment to action and change.

## Highlights of the Graduate Fellowship Program

- ✦ A multi-disciplinary, hands-on, practical experience in both the theory and the practice of the foreign and national security policy profession
- ✦ A one-year academic program taught by policy professionals and designed as an entry point into the foreign and national security policy profession
- ✦ An opportunity to publish analytical work with the New Lines Institute and to create a portfolio that demonstrates professionally relevant skills to prospective employers
- ✦ A chance to work directly with multiple Institute staff across various elements of think tank output and operations, culminating in a policy report and outreach campaign
- ✦ The opportunity to take advantage of being in Washington, D.C., and close to U.S. national and foreign policy networks and policymaking processes

## Program Outcomes

At the end of the program, participants will be able to:

- ✦ Critically analyze key foreign and national security topics and derive policy insights
- ✦ Utilize empathetic analysis to understand others’ identities and worldviews in geopolitics
- ✦ Communicate policy analysis to specialist and general audiences in multiple settings
- ✦ Understand how U.S. foreign and national security policy is shaped by stakeholder interests, communicated, and implemented
- ✦ Publish original, compelling analysis in various media for a range of audiences
- ✦ Identify how to assess credibility, authenticity, and consistency in the process of developing foreign and national security policy
- ✦ Build a network of professionals in foreign and national security policy as well as those who can influence it in the Washington, D.C., area

## What Commitments to Expect

First, our program is designed as a highly selective academic offering. If you are admitted, you will have a substantial academic workload, but you will not be required to pay tuition. Classes will be held in person six hours per week in the evenings, and there will be significant reading assignments.

The second commitment will be the fellowship component involving scholarly and practical training in multiple fields and in the functions of a think tank. This will require a 14-hour commitment per week, which will also be onsite. The fellowship will culminate in a substantive written policy publication and outreach, but more broadly it is a chance to learn about the intellectual and practical dimensions of policy work in a think tank.

Finally, the New Lines Institute, while not a traditional university, is in the heart of Washington, D.C., near the federal government, embassies, cultural institutions, premier think tanks and universities, and a vast potential professional network.

# Academics

New Lines Institute scholars teach at leading universities, including Georgetown University, George Washington University, and the University of Delaware. They bring the academic rigor of some of the country's top institutions alongside their roles as think tank analysts and experts.

## Course Descriptions and Learning Outcomes

The Master of Arts in Strategy and Policy – Fellowship Program comprises 12 courses categorized under three topical clusters.

# 01

### Cluster 1: Strategic Analysis

1. [Foundations of Strategy and Policy I: Worldviews and Models of Thinking](#)
2. [Strategic Analysis for an Interconnected World](#)
3. [Foundations of Strategy and Policy II: Learning and Being](#)
4. [Decision Making in U.S. Foreign and National Security Policy](#)

# 02

### Cluster 2: U.S. Foreign and National Security Policy Formulation

1. [Global Citizenship and Social Impact](#)
2. [The Global Architecture](#)
3. [Connectivity and the Global Commons](#)
4. [Disruptions of Orders](#)

# 03

### Cluster 3: Tradecraft and Skills for Foreign and National Security Policy Professionals

1. [Analytical Development](#)
2. [The New Lines Way](#)
3. [Capstone Project Presentation: Operationalizing the Connectivity Framework](#)
4. [Designing Your Career and Life](#)

## **Cluster 1: Strategic Analysis**

### **1. Foundations of Strategy and Policy I: Worldviews and Models of Thinking**

This course introduces multiple concepts, tools, and processes of thinking that can serve in taking effective action and finding innovative solutions to challenges.

### **2. Strategic Analysis for an Interconnected World**

This course will provide students with an understanding of strategic analysis in its various forms and components. It will address the intelligence process as well as different ways of analyzing data inputs, including geopolitical analysis, human agency analysis, and connectivity analysis. It will address how strategic analysis can be applied, including in the net assessment of a particular topic/country/theme, forecasting and scenario building, and informing policy recommendations.

### **3. Foundations of Strategy and Policy II: Learning and Being**

The purpose of this initial course is to expand students' capacities for learning by exploring the principles of learning and applying those daily and ultimately to the principles of policymaking.

### **4. Decision Making in U.S. Foreign and National Security Policy**

This course will give students an in-depth understanding of how U.S. foreign and national security policies respond to domestic and foreign developments and how policy is developed, socialized, and implemented.

Students will learn core theoretical concepts such as deterrence, fait accompli, unilateralism, bilateralism, etc. Students will finish the course able to develop relevant, actionable foreign policy recommendations.

## **Cluster 2: U.S. Foreign and National Security Policy Formulation**

### **1. Global Citizenship and Social Impact**

This course builds students' capacity for and interest in thinking and acting like global citizens, creating impact in the world, and achieving purpose in that pursuit.

### **2. The Global Architecture**

This course closely examines the structure of the international system and its features, including great powers, emerging players, trade, conflict, international organizations, and transnational non-state actors.

Students will learn how the current global architecture emerged in the wake of World War II and will examine its various stages of development. Students will have the opportunity to explore these concepts through analytical assignments, debates, and war gaming exercises.

### **3. Connectivity and the Global Commons**

This course will provide students with an in-depth study of the concept of connectivity, which is fundamental to how the New Lines Institute approaches analysis and formulating policy recommendations. The course focuses on species-level themes such as climate change, food, and health, which provide challenges and opportunities for local, national, and international policymakers.

### **4. Disruptions of Orders**

This course explores the rise, dominance, and fall of different regional and global orders. The focus will be on examining why these orders emerge, stagnate, and collapse and how this affects their environment and beyond. The course will connect historical analysis to contemporary questions and challenges to U.S. policy, with an emphasis on the current shifting balance of power. Students will apply these insights to write and present a national security strategy document for today's challenges.

## **Cluster 3: Tradecraft and Skills for Foreign and National Security Policy Professionals**

### **1. Analytical Development**

This course applies the analytical tradecraft students learned in Course 3 in the context of the knowledge acquired in Courses 4-8. The objective is to develop the skillset required to produce sophisticated assessments of issues that are at the intersection of global geopolitics and U.S. foreign policy.

### **2. The New Lines Way**

This course introduces students to the motivations and methodology that shape the New Lines Institute and its work. It focuses on the animating principles of the Institute and the institutional framework behind its projects, examining case studies of policy challenges the Institute works to address while helping students to use what they learn in their own work.

### **3. Capstone Project Presentation: Operationalizing the Connectivity Framework**

This course builds students' capacities for career success in strategy and policy, providing concepts, tools, and processes to prepare students for a lifetime of career planning and transformative leadership across jobs and careers.

### **4. Designing Your Career and Life**

The purpose of this course is to explore possibilities and build student capacities for career success in the strategy and policy field, regardless of what they choose to do or the organizations they join. This course will provide concepts, tools, and processes to help students engage in career planning throughout their lifetime and prepare them for being a transformative leader regardless of their roles and career paths. The focus is on generating career options, determining priorities, setting goals, developing plans, and taking action – always keeping in mind that we live in a dynamic, complex, and evolving world.



(Getty Images)

# Fellowship

Just as medical students receive intensive, practice-based training after their formal education, students in this program will gain practical experience, though it will come alongside their academic work instead of afterwards.

The fellowship is a concentrated yet thorough practical policy experience, allowing students to conduct strategic analysis, craft policy papers, effectively communicate their work to different audiences through different media, and learn how to engage in policy as global citizens in a rapidly evolving world. Students will apply their classroom learning in real time, receive feedback, make necessary adjustments, and put their education into practice again, ensuring that their skills remain fresh and well-honed for application in professional life.

Students will rotate among different fields of policy analysis under various scholars while building experience in think tank operations in areas such as outreach, engagement, and production.

Our fields of expertise include:

- ✦ Strategic Blind Spots
- ✦ Transnational Fragility
- ✦ Eurasian Security and Prosperity
- ✦ Research Methodology
- ✦ Gender Policy
- ✦ Future Frontiers
- ✦ Counterterrorism
- ✦ Analytical Development





# Faculty

The program faculty comprises experts in the following fields:

- ✦ National security
- ✦ Intelligence analysis
- ✦ Management consulting and development
- ✦ Academia
- ✦ Foreign policy
- ✦ Government relations



## Faysal Itani

Faysal Itani is a Senior Director at the New Lines Institute for Strategy and Policy and a founding member of the institution and New Lines Magazine. He also teaches Security Studies at Georgetown University and Middle East Studies at George Washington University.

Itani was born and grew up in Beirut and has lived and worked in several Middle Eastern countries. Before joining the New Lines Institute, he was Senior Fellow at the Atlantic Council working on U.S. policy in the Middle East. He started his career and continues to work in private intelligence advising governments and militaries on political, economic, and security issues in the Middle East. Itani has frequently briefed the U.S. government and its allies on Middle Eastern issues and policy options. He has been widely published and quoted in prominent media including The New York Times, TIME, Politico, The Washington Post, CNN, New Lines Magazine, and The Wall Street Journal.

Itani holds an M.A. in Strategic Studies and International Economics from the Johns Hopkins University School of Advanced International Studies, a certificate in public policy from Georgetown University, and a B.A. in Business from the American University of Beirut.



## Dr. Agnes Nagy-Rado

Dr. Agnes Nagy-Rado earned a Ph.D. in educational/cognitive psychology, an MA in Educational Administration, an MA in Translation and Interpretation in English and Hungarian (consecutive and simultaneous), a graduate license in Teaching English

as a Foreign Language, and a B.A. in Teacher Education with a double major in English as a Foreign Language and Literature and Russian Language and Literature.

She dedicated over two decades to The Catholic University of America as a full-time, tenured faculty member. Throughout this period, she also assumed administrative responsibilities including Department Chair, Director of Accreditation, Certification Officer, Director of Field Experiences, and Coordinator of Academic Advising for Undergraduate, Graduate, and Honor Society students. Her involvement extended to overseeing the Assessment System, Education Study Abroad, and various academic programs, including the Master's in Learning and Instruction, Elementary Education, and Special Education. She participated in numerous committees, including the Academic Senate, Academic Council, Undergraduate Board, Graduate Board, Academic Leadership Institute, and the Global Education Committee.

Nagy-Rado has taught from freshman to doctoral courses in the areas of cognitive psychology, educational research, issues in memory and cognition, human growth and development, language learning, general linguistics, and computer skills. In addition to her instructional roles, she served as a dissertation reader for numerous doctoral dissertations.

Dr. Nagy-Rado's scholarly focus centers on educational psychology, particularly cognitive psychology and teacher education. Her research endeavors delve into aspects of educator preparation, exploring ways to enhance teaching methodologies and provide support for effective learning. Employing cognitive psychology as her analytical framework, she examines how students process information,

acquire literacy skills, and grasp mathematical concepts. Dr. Nagy-Rado's contributions extend to the publication of numerous articles, delivering dozens of presentations, and serving as a peer reviewer for research journals in both the United States and Europe.



### **Eugene Chausovsky**

Eugene Chausovsky is the Senior Director for Analytical Development and Training at the New Lines Institute. He

oversees the institute's publication and content production process, manages institutional training efforts, and guides the development of analytical products.

Chausovsky previously served as Senior Eurasia Analyst at the geopolitical intelligence firm Stratfor for more than 10 years. His analytical work has focused on political, economic, and security issues pertaining to Russia, Eurasia, and China, as well as global connectivity issues related to energy and climate change.

He has contributed articles to a wide range of outlets including Foreign Policy, The National Interest, the Wall Street Journal, Forbes, and Al Jazeera, and he has given interviews to global media outlets such as BBC, CNBC, Bloomberg, Politico, and CNN. He has served as a speaker at international conferences and as a guest lecturer at universities in the United States and abroad. He has also organized crisis simulations and delivered client briefings to numerous international organizations and businesses, including Fortune 500 companies.

Chausovsky holds a Master of International Public Policy degree from the Johns Hopkins University School of Advanced International Studies and a B.A. in International Relations from the University of Texas at Austin.



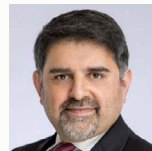
### **Dr. Gaamaa Hishigsuren**

Dr. Gaamaa Hishigsuren is the Senior Director of Monitoring, Evaluation and Learning at the New Lines Institute. In her current

role, she is also responsible for designing the Project Lifecycle Management system, processes, and instruments to lead the Impact driven Project Management at the Institute. She has a track record of more than 25 years designing, implementing, and evaluating in-

ternational development projects including at the World Bank Group International Finance Corporation, Independent Evaluation Group, Palladium International, and Asian Development Bank Institute. Prior to joining the New Lines Institute, she taught at George Mason University, New School of Management, Southern New Hampshire University, Indiana University, and Open University of Tanzania. She was a Management Fellow at the World Bank Group Consultative Group to Assist the Poor and worked at Lahore University of Management Science where she developed a master's degree program on Development Finance.

Dr. Hishigsuren has published in peer reviewed journals and presented at numerous conferences. She was awarded First Place at the Research Symposium at Brigham Young University for her research. She completed her Master in Public Administration degree at Indiana University and her Ph.D. in Community Economic Development at Southern New Hampshire University.



### **Dr. Kamran Bokhari**

Dr. Kamran Bokhari is Senior Director of Research at the New Lines Institute. Dr. Bokhari teaches Arab Israeli Politics

at the University of Delaware. He has taught Central Asia Studies at U.S. Department of State's Foreign Service Institute. He is a national security and foreign policy specialist at the University of Ottawa.

Previously, Dr. Bokhari was a Fellow with the Program on Extremism at George Washington University (2016-2018) and has been a Senior Consultant with The World Bank since 2009. He has 15 years of experience in the private sector intelligence space, during which he provided intellectual leadership in the publishing of cutting-edge geopolitical analysis and forecasts. His core areas of expertise include the geopolitics and intelligence analysis of the Middle East and South and Central Asia.

He is the author of "Political Islam in the Age of Democratization" and has also contributed chapters to edited volumes: "Wars of Ideas: Theology, Interpretation and Power in the Muslim World," "Strategic Analysis in Support of International Policy Making," "Reassessing Order and Disorder in the Middle East: Regional Imbalance

or Disintegration?,” “Oxford Handbook on Islam & Politics,” and “Debating Moderate Islam: The Geopolitics of Islam and the West.”

Dr. Bokhari has briefed various U.S., Canadian and U.K. government agencies, published thousands of analytical articles, and given hundreds of interviews to leading global media organizations. He earned his Ph.D. from the Department of Politics and International Relations at the University of Westminster after successfully defending his thesis, “Moderations Among Salafists & Jihadists.”



### **Nicholas Heras**

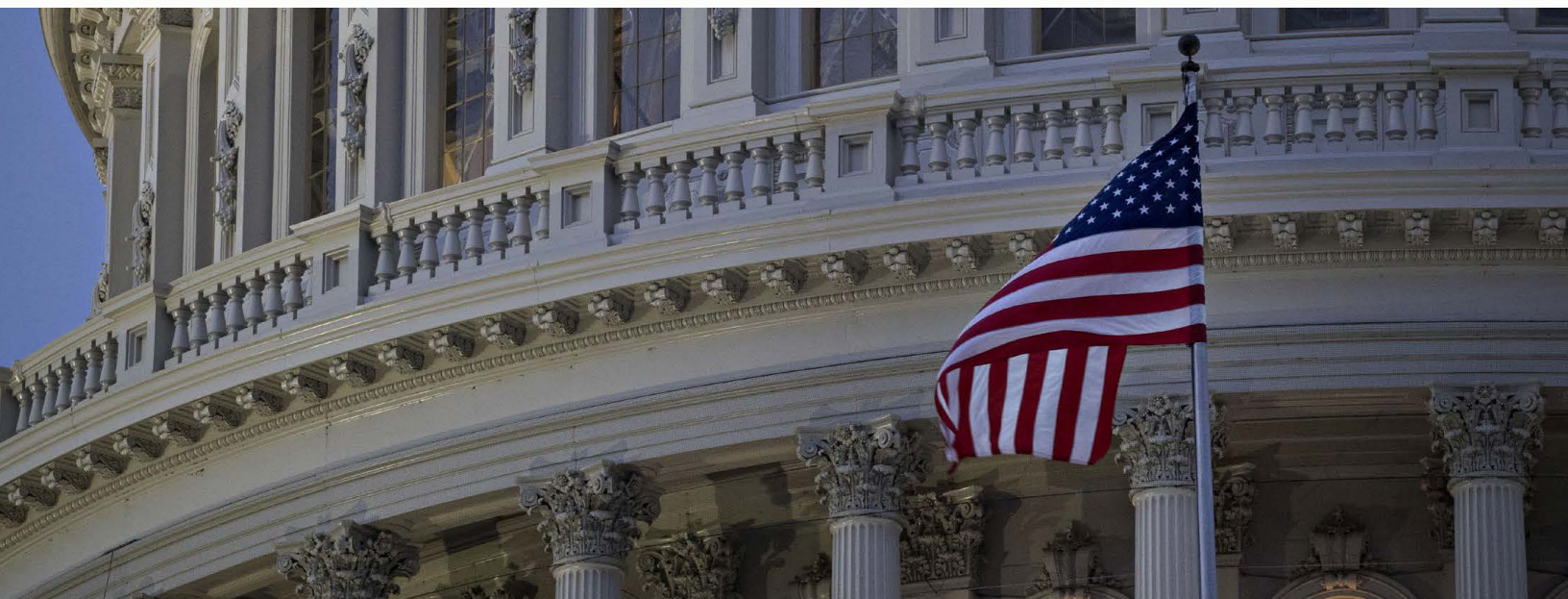
Nicholas A. Heras is the Senior Director for Strategy and Programs and a coordinator for academic initiatives across the New Lines Institute. He was previously the Deputy Director of the Human Security Unit and the Senior Analyst and Program Head for the State Resilience and Fragility Program at the Institute. Heras is a Lecturer in Political Science at the Columbian College of Arts and Sciences at George Washington University. He has taught seminars for the Joint Special Operations University in Tampa, Florida.

Prior to his work at the New Lines Institute, Heras was the Director of Government Relations and the Middle East Security Program Manager at the Institute for the Study of War (ISW). Before ISW, Heras was the Middle East

Security Fellow and the 1LT Andrew J. Bacevich, Jr., USA Fellow at the Center for a New American Security and a Senior Analyst at the Jamestown Foundation.

Heras served as a Research Associate at the National Defense University from 2013-2014, where he was responsible for managing field research and analysis for a project for the U.S. Central Command and U.S. Special Operations Command. He was a David L. Boren Fellow based in Beirut from 2010-2011 and previously worked as the Research Associate at the American University Center for Global Peace, where he managed field research and analysis for several projects focused on Iraq, Lebanon, and Syria.

Heras has authored or co-authored numerous reports and analytical articles on topics concerning global and Middle Eastern security issues and has presented widely on these topics to multiple U.S. government and military agencies and nongovernment organizations. He has been a frequent commentator to the media on global and Middle Eastern security issues including The New York Times, The Wall Street Journal, The Washington Post, The Atlantic, The Los Angeles Times, The Financial Times, National Public Radio, Voice of America, Public Radio International, Stars and Stripes, The Christian Science Monitor, Foreign Policy, The Guardian, and The Telegraph.



# Admissions Requirements

## Application Form

All applicants must submit a fully completed online application form. Incomplete applications will not be considered for admission until all necessary information has been received by the Admissions Office.

## Minimum Education Requirements

All applicants must provide evidence of an undergraduate (bachelor's) degree or higher-awarded by an educational institution located in the United States that is accredited by an accrediting agency recognized by the U.S. Department of Education, or an educational institution located outside the United States that is accredited or similarly acknowledged by an agency deemed acceptable at the discretion of the institute. Unofficial transcripts may be submitted in the application process, but official transcripts must be received for a student to be fully admitted to the program. There is no formal cutoff for a GPA; rather, a candidate's transcript will be viewed in a holistic manner as one part of the overall application.

Applicants submitting international education credentials must provide an official course-by-course evaluation from a member of Association of International Credential Evaluators (AICE), or a member of the National Association of Credential Evaluation Services (NACES) to validate equivalency with graduation from an undergraduate or graduate program and eligibility to be admitted in graduate program in university in the United States. If transcripts from the institution are issued in a foreign language as well as in English, applicants will only be required to submit the English version.

## Character and Experiential Readiness

The Institute is looking for committed students who wish to be changemakers and innovators who make a positive impact on the world around them. To understand an applicant's potential, the following must be provided:

**Statement of Purpose:** Each applicant is expected to write a statement of purpose. While there is no specific word limit, we recommend that the statement be at least 500-1,000 words and double-spaced. Avoid vague responses, as this may not provide a full picture of the committee reviewing your materials. Also remember that your statement of purpose and any other written documents represent you on paper, so you should proofread your work. Make sure your name is included in the statement.

The applicant should thoroughly respond to the following prompt:

- ✦ Explain your motivation for pursuing the Master of Arts in Strategy and Policy at New Lines Institute.
- ✦ Why have you chosen a career in foreign policy?
- ✦ What have you done to develop that passion academically or otherwise?
- ✦ How will this program advance your goals?

**Argument:** In 1,000 words or fewer, identify and analyze what you consider to be the primary threat to global security and why. What shortand long-term approaches would you suggest to best mitigate the threat?

## Resume/CV

Applicants must submit a current version of their resume or CV in any format that might be used for a traditional job search. We recognize that there are a variety of global templates for CVs, as well as levels of experience with creating one. While customary in some settings, please do not include your photo, date of birth, gender, marital status, or other similarly protected statuses, as these are not used as a basis for admission. Minimally provide your prior work experience, education level, and any relevant skills.

### **Letters of Recommendation**

Provide two letters of recommendation from individuals who can speak to your unique qualities and ability to be a changemaker. At least one should be from someone qualified to speak about your academic performance.

### **Interview**

Meet with a member of the admissions team to discuss your aspirations and expectations and gauge your fit with the program.

### **Government Issued Identification**

Provide a scan or photocopy of a government-issued photo identification (for example, a passport or state issued license). Upon admittance and before the first day of class, students must present this official legal document to their admissions officer to verify the student's identity.

### **English Proficiency**

Applicants must demonstrate college readiness as evidenced by a demonstration of English proficiency.

### **Enrollment Agreement**

Applicants must read, understand, and agree to the terms of the enrollment agreement.

### **Optional**

Applicants who wish to supply more information about their application, including any of the following, can do so to supplement their materials:

- ✦ If you faced difficulties or circumstances that might help the admissions committee to understand your transcript(s) or grades from your prior education, please submit a statement explaining these circumstances.
- ✦ Submit a portfolio of work that you have done that might enhance our understanding of your professional abilities. This could include materials created as part of your work experience, special projects that you worked on as part of your employment, or other similar items.
- ✦ Submit a portfolio of academic work that you have done that might enhance our understanding of your academic abilities. This could include materials created as part of your high school experience, including any special projects that you may have participated in.



## Contact Information

✦ For further information about the New Lines Institute Master of Arts in Strategy and Policy, please contact [admissions@newlinesinstitute.org](mailto:admissions@newlinesinstitute.org).

✦ URL: <https://newlinesinstitute.org/the-new-lines-institute-graduate-fellowship-program-in-strategy-and-policy/>

✦ Location: [1776 Massachusetts Ave., N.W. Suite 120, Washington, D.C., 20036](#)