

STUDENT WARNING: This course syllabus is from a previous semester archive and serves only as a preparatory reference. Please use this syllabus as a reference only until the professor opens the classroom and you have access to the updated course syllabus. Please do NOT purchase any books or start any work based on this syllabus; this syllabus may NOT be the one that your individual instructor uses for a course that has not yet started. If you need to verify course textbooks, please refer to the online course description through your student portal. This syllabus is proprietary material of APUS.

American Public University System

The Ultimate Advantage is an Educated Mind

School of Security and Global Studies INTL604 Interagency Operations Credit Hours: 3 Length of Course: 8 Weeks Prerequisite:INTL500
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Course Description (Catalog)

INTL604 (3 credit hours)

Learn how to improve interagency relationships among security, defense, and intelligence agencies. This course introduces the student to theoretical and practical material for understanding the behavior of individual organizations and what can be done to make organizations work more closely together at the federal, state, and local levels. Students are introduced to theoretical material on organizational cultures; bureaucracy; social trust; individual, group, and organizational decision-making; and interagency collaboration. Emphasis is placed on explaining why organizations act the way they do and how to improve interagency coordination.

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Course Scope

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This course focuses on specialized area knowledge and sources in the field. Students will engage in a specialized task based project.

INTL604 Interagency Operations examines the United States Intelligence Community (IC), and its interactions with organizations within the larger interagency environment. The course serves as an introduction to the interagency environment as a group of government agencies that must overcome cultural, management, and procedural differences to achieve a successful policy outcome. It analyzes and applies the theoretical assumptions of several models with the objective of identifying practices that improve cooperation and collaboration between the agencies.

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Course Objectives

After successfully completing this course, you will be able to:

CO1-Attribute interagency members and Administrations' efforts to improve interagency effectiveness in Complex Contingency Operations

CO2-Assess the cultural characteristics of interagency bureaucracies within the military services and Intelligence Community.

CO3-Evaluate the theoretical assumptions of Bureaucratic Politics, Craftsmanship models as a means to explain organizational behavior and practices that build trust and collaborative relationships.

CO4-Analyze how cognitive processes influence individual and organizational behavior and relationships between agencies.

CO5-Examine the 9/11 Committee Report to determine how the Committee arrived at its recommendations, the feasibility of the proposed changes in agencies' structures and processes, and the effectiveness of the actions within the agencies.

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Course Delivery Method

This course, delivered via distance learning, will enable students to complete academic work in a flexible manner, completely online. Course materials and access to an online learning management system will be available to each student. Online assignments are due by Sunday at 11:55 pm ET and include all written

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assignments, examinations, and research papers submitted for grading. Weekly Forum questions (accomplished in groups in a Forum) require an initial response by Thursday at 11:55 pm ET, with all other required responses due by Sunday at 11:55 pm ET. The assigned faculty will support the students throughout this eight-week course.

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Course Resources

Required Course Textbooks

The **required** text for this course is:

Bardach, Eugene. 1998. *Getting Agencies to Work Together: The Practice and Theory of Managerial Craftsmanship*. Washington, D.C.: Brookings Institution Press.

Builder, Carl H. 1989. *The Masks of War: American Military Styles in Strategy and Analysis*. Baltimore: Johns Hopkins University Press.

National Commission on Terrorist Attacks upon the United States. *The 9/11 Commission Report*. New York: W.W. Norton & Company, Inc., 2004. **Available online** at <http://www.9-11commission.gov/report/index.htm>

Wilson, James Q. 1989. *Bureaucracy: What Government Agencies Do and Why They Do It*. USA: Basic Books.

Required Readings

- External websites and other assigned readings are found in the Lessons area of the classroom.
- Weekly Lesson Notes and videos or audio files are found in the Lessons area of the classroom.

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Evaluation Procedures

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The course grade is based on the following assessments:

Discussion Forums – 25 percent

Discussion questions will be provided and posts should reflect an assimilation of the readings and respond to the assigned topic(s). Students are required to provide a substantive initial post by Thursday at 11:55 pm ET and respond to 2 or more classmates by Sunday 11:55 pm ET. Forum posts are graded on timeliness, relevance, knowledge of the weekly readings, and the quality of original ideas.

Research Question & Proposal Assignment – 15 percent

This assignment requires you to present a research question and topic proposal for your final research paper. You should identify it as HW1 with your name (example: SmithHW1). This written submission should be submitted in a font and page set-up that is readable, neat and 3-4 pages in length. It is recommended that students try to adhere to a consistent Turabian 7th edition format, which is described below.

- Typewritten in double-spaced format with a readable style and font and submitted inside the electronic classroom (unless classroom access is not possible and other arrangements have been approved by the professor)
- Arial 11 or 12-point font or Times New Roman styles
- Page margins Top, Bottom, Left Side and Right Side = 1 inch, with reasonable accommodation being made for special situations and online submission variances

Final Research Paper Project Assignment – 35 percent

This project will demonstrate your ability to synthesize discipline specific material. This is a task based exercise. You will prepare a formal research paper based on the approved research question and proposal, your HW1 assignment. Your research paper should be 12-15 pages in length including research and analysis. You should identify it as HW2 with your name (example: SmithHW2). This written submission should be submitted in a font and page set-up that is readable, organized and neat. It is recommended that students try to adhere to a consistent Turabian 7th edition format, which is described below.

- Typewritten in double-spaced format with a readable style and font and submitted inside the electronic classroom (unless classroom access is not possible and other arrangements have been approved by the professor)
- Arial 11 or 12-point font or Times New Roman styles
- Page margins Top, Bottom, Left Side and Right Side = 1 inch, with reasonable accommodation being made for special situations and online submission variances

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- Your paper will be comprised of 5 sections:
 - I. Introduction and Research Questions
 - II. Literature Review: Please watch this quick tutorial about [writing a Literature Review](#).
 - i. The literature review sets the context for the entire research project by explaining what others have found in researching the same or similar topic. The literature review is written in a narrative format.
 - III. Analysis and findings
 - IV. Conclusion
 - V. References (or Bibliography)

Final Assignment – 25 percent

This assignment will be an essay consisting of 2 questions, 2-3 pages each, to test knowledge and assimilation of the course objectives. The exclusive use of required texts and readings from this course is mandatory.

ASSIGNMENT	Percentage
Research Question & Proposal Assignment	15 percent
Final Research Paper Project Assignment	35 percent
Discussion Forums	25 percent
Final Essay Assignment	25 percent
TOTAL	100 percent

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8 – Week Course Outline

Week 1: Introduction to Interagency Operations

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Learning Outcomes: CO-1

Assignments: Complete all week 1 forums

Required Readings:

Wilson, James Q. 1989. *Bureaucracy: What Government Agencies Do and Why They Do It*. USA: Basic Books. Read Chapters 1-6. (90 pages)

Dahl, Kenneth R. 2007. "New Security for New Threats: The Case for Reforming the Interagency Process." The Brookings Institution. Washington, D.C. (July): 4-22. (18 pages)

U.S. Government Accountability Office. 2010. "National Security: An Overview of Professional Development Activities Intended to Improve Interagency Collaboration." GAO-11-108. (November). Pages 2-40. (38 pages)

Begin reading *The 9/11 Commission Report* you will need to complete this by week 8.

Recommended Optional Readings & Resources

Merton, Robert K. 1940. "Bureaucratic Structure and Personality". *Social Forces* (18): 560-568.

Schnaubelt, Christopher M. 2005. "After the Fight: Interagency Operations." *Parameters* 35, no. 4 (Winter): 47-61.

Earle, Caroline R. 2012. "Taking Stock: Interagency Integration in Stability Operations." *Prism* 3, no. 2 (March): 37-50.

Carafano, James Jay. 2010. "Interagency Operations: General Geoffrey Keyes in Austria 1947-1950." *Military Review* 90, no. 1 (January/February): 63-72.

Gibbins, Thomas, Donald Hurley, Scott Moore. 1998/1999. "Interagency Operations Centers: An Opportunity We Can't Ignore." *Parameters* 28, no. 4 (Winter): 99-112.

Baumann, Andrea Barbara. 2012. "Silver Bullet or Time Suck? Revisiting the Role of Interagency Coordination in Complex Organizations." *Prism* 3, no. 3 (June): 33-46.

Week 2: Bureaucracies, Structure, and Culture

Learning Outcomes: CO-2

Assignments: Complete all week 2 forums, submit assignment 1

Required Readings:

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Wilson, James Q. 1989. *Bureaucracy: What Government Agencies Do and Why They Do It*. USA: Basic Books. Read Chapters 7-12 (122 pages); skim Wilson Chapters 13-20.

Amy, Douglas J. 2007. "The Case for Bureaucracy." In *Government is Good: An Unapologetic Defense of a Vital Institution*. 109-122. (13 pages)

Alder, Paul S. 1999. "Building Better Bureaucracies." *The Academy of Management Perspectives* 13, no. 4 (November): 36-49. (14 pages)

Gravois, John. 2011. "More Bureaucrats, Please." *The Washington Monthly* 43, no. 3/4. (March/April): 8-13. (6 pages).

Continue reading 9/11 Commission Report.

Recommended Optional Readings and Resources

Ban, Carolyn. 1995. *How Do Public Managers Manage?: Bureaucratic Constraints, Organizational Culture, and Potential for Reform*. Jossey Bass.

Knottnerus, J. David, and Bernard S. Phillips. 2015. *Bureaucratic Culture and Escalating World Problems: Advancing the Sociological Imagination*. New York: Routledge.

Koppell, Jonathan G. S. 2003. *The Politics of Quasi-Government: Hybrid Organizations and the Dynamics of Bureaucratic Control*. Cambridge University Press.

Waring, Stephen P. 1994. *Taylorism Transformed: Scientific Management Theory Since 1945*. The University of North Carolina Press.

Breton, Albert and Ronald Wintrobe. 2008. *The Logic of Bureaucratic Conduct: An Economic Analysis of Competition, Exchange, and Efficiency in Private and Public Organizations*. Cambridge University Press.

Heckscher, Charles and Anne Donnellon. Eds. 1994. *The Post-Bureaucratic Organization: New Perspectives on Organizational Change*. Thousand Oaks, CA: Sage.

Week 3: Military Organizational Cultures

Learning Outcomes: CO-2

Assignments: Complete all week 3 forums

Required Readings:

Builder, Carl H. 1989. *The Masks of War: American Military Styles in Strategy and Analysis*. Baltimore: Johns Hopkins University Press. (206 pages)

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DiMarco, Joyce P. 2004. "Service Culture Effects on Joint Operations: The Masks of War Unveiled." United States Army Command and General Staff College. Fort Leavenworth, Kansas. 1-66. (66 pages).

Continue reading 9/11 Commission Report.

Recommended Optional Readings & Resources

McChrystal, Stanley, Tantum Collins, David Silverman, and Chris Fussell. 2015. *Team of Teams: New Rules of Engagement for a Complex World*. New York: Penguin.

Vilcu, Adela. 2015. "The Army and the Society: Military Organizational Culture Trends." *Strategic Impact* 55: 15-24.

Hill, Andrew. 2015. "Military Innovation and Military Culture." *Parameters* 45, no. 1.

English, Allan D. 2014. *Understanding Military Culture: A Canadian Perspective*. McGill-Queen's University Press.

DeVore, Marc R. 2013. "Institutions, Organizational Culture, and Counterinsurgency Operations: Why Do States Fight Similar Insurgencies Differently?" *Comparative Strategy* 32, no. 3.

George, Roger Z., Harvey Rishikof, and Brent Scowcroft. Eds. 2010. *The National Security Enterprise: Navigating the Labyrinth*. Georgetown University Press.

Guttieri, Karen, Volker Franke, Melanne Civic. eds. 2014. *Understanding Complex Military Organizations: A Case Study Approach*. New York: Routledge.

McCrie, Robert. 2016. *Security Operations Management*. Oxford: Elsevier Inc.

Holmes-Eber, Paula. 2014. *Culture in Conflict: Irregular Warfare, Culture Policy, and the Marine Corps*. Stanford Security Studies.

Keller, Kirsten M., Miriam Matthews, Kimberly Curry Hall, William Marcellino, Jacqueline A. Mauro, and Nelson Lim. 2015. *Hazing in the U.S. Armed Forces: Recommendations for Hazing Prevention Policy and Practice*. RAND Corporation.

Sarkesian, Sam C., John Allen Williams, Stephen J. Cimbala. 2012. *U.S. National Security: Policymakers, Processes, and Politics*. 5th ed. Lynne Rienner Publishers Inc.

Week 4: The Intelligence Community and Culture of Its Members

Learning Outcomes: CO-2

Assignments: Complete all week 4 forums

Required Readings:

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Jervis, Robert. 2010. "Why Intelligence and Policymakers Clash." *Political Science Quarterly* 125, no. 2: 185-204. (20 pages)

Aid, Matthew M. 2011. "Sins of Omission and Commission: Strategic Cultural Factors and US Intelligence Failures During the Cold War." *Intelligence and National Security* 26, no. 4: 478-494. (17 pages)

Hoing, Or Arthur. 2011. "The Impact of CIA's Organizational Culture on Its Estimates Under William Casey." *International Journal of Intelligence and CounterIntelligence* 24, no. 1: 44-64. (20 pages)

Office of the Director of National Intelligence. 2009. "An Overview of the United States Intelligence Community for the 111th Congress." 1-25. (25 pages).

Continue reading 9/11 Commission Report.

Recommended Optional Readings & Resources

Hamrah, Satgin S. 2013. "The Role of Culture in Intelligence Reform." *Journal of Strategic Security* 6, no. 5.

Tuzuner, Musa. Ed. 2010. *Intelligence Cooperation Practices in the 21st Century: Towards a Culture of Sharing*. IOS Press.

Bean, Hamilton. 2009. "Organizational Culture and US Intelligence Affairs." *Intelligence and National Security* 24: 479-498.

De Graaff, Bob and James M. Nyce with Chelsea Locke. Eds. 2016. *Handbook of European Intelligence Cultures*. Lanham, Maryland: Rowman & Littlefield Publishers.

Johnston, Rob. 2012. *Analytic Culture in the U.S. Intelligence Community: An Ethnographic Study*. CreateSpace Independent Publishing Platform.

Inderfurth, Karl F. and Loch K. Johnson. Eds. 2004. *Fateful Decisions: Inside the National Security Council*. Oxford University Press.

Week 5: Bureaucratic Politics and Organizational Behavior

Learning Outcomes: CO-4

Assignments: Complete all week 5 forums

Required Readings:

Smith, Martin A. 2008. "US Bureaucratic Politics and the Decision to Invade Iraq." *Contemporary Politics* 14, no. 1 (March): 91-105. (15 pages)

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Hermann, Margaret G. 2001. "How Decision Units Shape Foreign Policy: A Theoretical Framework." *International Studies Association*. 47-81. (35 pages)

Welch, David A. 1998. "A Positive Science of Bureaucratic Politics?" *Mershon International Studies Review* 42, no. 2 (November): 210-216. (16 pages).

Continue reading 9/11 Commission Report.

Recommended Optional Readings & Resources

Allison, Graham and Philip Zelikow. 1999. *Essence of Decision: Explaining the Cuban Missile Crisis*. 2nd ed. Pearson.

Bendor, J. and Hammond TH. 1992. "Rethinking Allison's Models." *American Political Science Review*: 301-322.

Welch, David. 1992. "The Organizational Process and Bureaucratic Politics Paradigms: Retrospect and Prospect." *International Security*: 112-146.

Hummel, Ralph P. 2008. *The Bureaucratic Experience: The Post-Modern Challenge* 5th Ed. New York: Routledge.

Clapp, Priscilla and Morton Halperin. 2006. *Bureaucratic Politics and Foreign Policy*. 2nd ed. Washington, D.C.: Brookings Institution.

Aldag, Ramon J. and Sally Riggs Fuller. 1993. "Beyond Fiasco: A Reappraisal of the Groupthink Phenomenon and a New Model of Group Decision Processes." *Psychological Bulletin* 113, no 3: 533-552.

't Hart, Paul, Bengt Sundelius, and Eric Stern. Eds. 1997. *Beyond Groupthink: Group Decision Making in Foreign Policy*. Ann Arbor: University of Michigan Press.

Janis, Irving. 1972. *Victims of Groupthink*. Boston: Houghton Mifflin.

't Hart, Paul. "Preventing Groupthink Revisited: Evaluating and Reforming Groups in Government." *Organizational Behavior and Human Decision Processes* 73, no 2/3 (February/March): 306-326.

Vertzberger, Yaacov. 1990. "The Social Milieu: Small-Group and Organizational Effects." In *The World In their Minds: Information Processing, Cognition, and Perception in Foreign Policy Decision Making*, 192-259.

't Hart, Paul. 1990. *Groupthink in Government: A Study of Small Groups and Policy Failure*. Baltimore: John Hopkins University Press.

Hoyt, Paul D. 1997. "The Political Manipulation of Group Composition: Engineering the Decision Context." *Political Psychology* 18, no. 4: 771-790.

Miller, Gary J. and Andrew B. Whitford. 2016. *Above Politics: Bureaucratic Discretion and Credible Commitment*. Cambridge University Press.

Sagini, Meshack M. 2014 *Globalization: The Paradox of Organizational Behavior: Terrorism, Foreign Policy, and Governance*. Lanham, Maryland: University Press of America.

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Huber, John D. and Charles R. Shipan. 2002. *Deliberate Discretion?: Institutional Foundations of Bureaucratic Autonomy*. Cambridge University Press.

Preston, Thomas and Paul 't Hart. 1999. "Understanding and Evaluating Bureaucratic Politics: The Nexus Between Political Leaders and Advisory Systems." *Political Psychology* 20, no.1 (March): 49-98.

Stern, Eric, Bertjan Verbeek, David Welch, et.al. 1998. "Whither the Study of Governmental Politics in Foreign Policymaking?: A Symposium." *Mershon International Studies Review* 42, no.2: 205-256.

Hudson, Valerie M. 2007. "Group Decisionmaking: Small Group Dynamics, Organizational Process, and Bureaucratic Politics." *Foreign Policy Analysis: Classic and Contemporary Theory*, pp.65-101.

't Hart, Paul and Anchrit Wille. 2006. "Ministers and Top Officials in the Dutch Core Executive: Living Together, Growing Apart?" *Public Administration* 84, no.1: 121-146.

Week 6: Craftsmanship Theory

Learning Outcomes: CO-3

Assignments: Complete all week 6 forums, submit research paper.

Required Readings:

Bardach, Eugene. 1998. *Getting Agencies to Work Together: The Practice and Theory of Managerial Craftsmanship*. Washington, D.C.: Brookings Institution Press. (325 pages)

Calfee, Sharif, Joseph Lee, Peter Crandall, and Young Rock An. 2011. "Security Cooperation, Security Assistance, and Building Partner Capacity: Enhancing Interagency Collaboration." *JFQ* 61: 102-107. (5 pages)

Deutsch, Bob. 2009. "Imagining 'The Other.'" *Vital Speeches of the Day*. (December). 573-575. (3 pages)

Continue reading 9/11 Commission Report.

Week 7: Building Collaboration and Cooperation in the Interagency Environment

Learning Outcomes: CO-3

Assignments: Complete all week 7 forums.

Required Readings:

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Davis, William J. 2011. "Is a Sense of Community Vital to Interagency Cooperation?" *Inter Agency Paper* 3 (January): 1-11 (11 pages).

Continue reading 9/11 Commission Report.

Recommended Optional Readings & Resources

Born, Hans, Ian Leigh, and Aidan Wills. 2012. *International Intelligence Cooperation and Accountability*. New York: Routledge.

Svendsen, Adam D. M. 2010. *Intelligence Cooperation and the War on Terror: Anglo-American Security Relations After 9/11*. New York: Routledge.

Richelson, Jeffrey T. 1986. *The Ties That Bind: Intelligence Cooperation Between the United Kingdom/United States of America Countries – United Kingdom, United States of America, Canada, Australia, and New Zealand*. HarperCollins Publishers.

Week 8: 9/11 Commission Report

Learning Outcomes: CO-5

Assignments: Submit final assignment, complete all week 8 forums.

Required Readings:

Complete 9/11 Commission Report. (428 pages)

Lowenthal, Mark M. 2011. "Transforming Intelligence: From What, to What?" *American Intelligence Journal* 29, no. 1 (March): 5-11. (6 pages)

Recommended Optional Readings & Resources

May, Ernest R. 2007. *The 9/11 Commission Report with Related Documents*. Bedford/St. Martin's Press.

Falkenrath, Richard A. 2005. "The 9/11 Commission Report: A Review Essay." *International Security* 29, no. 3: 170-190.

Hood, Christopher. 2005. "Which Organization, Whose Theory? The 9/11 Commission Report and Organization Theory." *International Public Management Journal* 8, no. 3: 391-396.

De Bruijn, Hans. 2006. "One Fight, One Team: The 9/11 Commission Report on Intelligence Fragmentation and Information." *Public Administration* 84, no. 2: 267-287.

Carpenter, Ted Galen. 2005. "Missed Opportunities: The 9/11 Commission Report and US Foreign Policy." *Mediterranean Quarterly* 16, no. 1: 52-61.

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Policies

Please see the [Student Handbook](#) to reference all University policies. Quick links to frequently asked question about policies are listed below.

[Drop/Withdrawal Policy](#)
[Plagiarism Policy](#)
[Extension Process and Policy](#)
[Disability Accommodations](#)

Citation and Reference Style

Attention Please: Students will follow the Turabian/Chicago Style as the sole citation and reference style used in written work submitted as part of coursework to the University.

See <http://www.apus.edu/Online-Library/tutorials/chicago.htm>.

Late Assignments

Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. As adults, students, and working professionals, I understand you must manage competing demands on your time. Should you need additional time to complete an assignment, please contact me before the due date so we can discuss the situation and determine an acceptable resolution. Routine submission of late assignments is unacceptable and may result in points deducted from your final course grade.

Netiquette

Online universities promote the advancement of knowledge through positive and constructive debate – both inside and outside the classroom. Forums on the Internet, however, can occasionally degenerate into needless insults and “flaming.” Such activity and the loss of good manners are not acceptable in a university setting – basic academic rules of good behavior and proper “Netiquette” must persist. Remember that you are in a place for the rewards and excitement of learning which does not include descent to personal attacks or student attempts to stifle the Forum of others.

- **Technology Limitations:** While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The Sakai classroom may not fully support MIME or HTML encoded messages, which means that bold face, italics, underlining, and a variety of

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color-coding or other visual effects will not translate in your e-mail messages.

- Humor Note: Despite the best of intentions, jokes and especially satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add "emoticons" to help alert your readers: ;-), :), ☺

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Online Library

The Online Library is available to enrolled students and faculty from inside the electronic campus. This is your starting point for access to online books, subscription periodicals, and Web resources that are designed to support your classes and generally not available through search engines on the open Web. In addition, the Online Library provides access to special learning resources, which the University has contracted to assist with your studies. Questions can be directed to librarian@apus.edu.

- *Charles Town Library and Inter Library Loan:* The University maintains a special library with a limited number of supporting volumes, collection of our professors' publication, and services to search and borrow research books and articles from other libraries.
- *Electronic Books:* You can use the online library to uncover and download over 50,000 titles, which have been scanned and made available in electronic format.
- *Electronic Journals:* The University provides access to over 12,000 journals, which are available in electronic form and only through limited subscription services.

Request a Library Guide for your course (<http://apus.libguides.com/index.php>)
The AMU/APU Library Guides provide access to collections of trusted sites on the Open Web and licensed resources on the Deep Web. The following are specially tailored for academic research at APUS:

- Program Portals contain topical and methodological resources to help launch general research in the degree program. To locate, search by department name, or navigate by school.
- Course Lib-Guides narrow the focus to relevant resources for the corresponding course. To locate, search by class code (e.g., SOCI111), or class name.

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If a guide you need is not available yet, please email the APUS Library:
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