



# ECONOMICS OF SAUDI POWER

## SEST 6539-01

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Meetings: TUESDAY and THURSDAY, 6:30-9:10 pm WHITE-GRAVENOR 411

Office Hours: I'm here to help you succeed. Drop by 30 minutes before/after class or book a Zoom slot.

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**Introduction/Description.** Welcome! This isn't just a course about Saudi Arabia – it's your opportunity to master data-driven policy analysis. No econ background needed. We'll build those skills together through quantitative exercises (Excel-light) and policy synthesis.

Saudi Arabia's roles in global markets, regional and global security, and in shaping the future of the Saudi people and the Islamic world are undergoing fundamental changes. We'll work on the big issues and ideas behind these changes. What are the real changes? What policy choices are available to the Saudis and their regional counterparts? How can US policy best adapt to the rapid changes now confronting the Saudis and the region?

This course applies micro- and macroeconomic policy tools to analyze:

- Saudi population dynamics and social contract evolution
- Saudi Arabia's role in global energy markets and the effects of oil revenue volatility
- Vision 2030 ambitions vs. fiscal and political constraints
- Saudi Arabia's security relationships (US, China, Russia, Iran, Israel, GCC, Yemen)
- Saudi defense reforms and efforts to localize defense production.

**Learning Objectives.** We will pursue the following objectives, applying primary sources and perspectives from a diverse array of authors and experts:

- You will assess Saudi Arabia's current economic, social, and security conditions using primary data.
  - You will evaluate Vision 2030 progress against measurable KPIs.
  - You will analyze Saudi security relationships through the lenses of economic incentives and constraints.
  - You will forecast elements of Saudi economic, political and military power to 2040 under multiple scenarios.
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- You will develop evidence-based US policy recommendations.

**Instructional Methodology.** Each week our meeting will focus on a specific set of policy and strategy questions bearing on some aspect of Saudi economic and security affairs, ranging from evolving demographics to security relationships and the potential impact of large-scale transformation programs like Vision 2030. We will use primary data and basic policy analysis tools – qualitative and quantitative – to understand current conditions and trends and then identify potential policy approaches for US and Saudi leaders to improve outcomes and manage risks.

**Course Requirements and Means of Assessment.**

- Final Policy Memo (80%): Students will write a 5-7 page analysis of Saudi 2040 scenarios (due NLT 25 June 6:00 PM).
- Class Participation (20%): Students will receive credit for data preparation and discussion contributions. Your voice matters. Speaking 2-3 times per session helps everyone learn.
- Data Exercises: Students will complete weekly Excel dashboards for participation credit.

**This syllabus is organized as follows.**

- Schedule of Meetings (p.3)
- Readings and Resources (p.16)
- Web and Social Media Links to Key Saudi Entities (p.20)
- Course-Related Georgetown Academic Policies and Procedures (p.26)

All good wishes for an enjoyable and productive summer term!



**Jack Midgley**

Adjunct Associate Professor  
Security Studies Program

## Schedule of Meetings

|          | Topics, Guiding Questions and Readings  | Date                      |
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| <b>1</b> | <p><b>Foundations: Political Economy of Saudi Power</b></p> <p><i>Guiding Questions:</i></p> <p><u>1. Conceptual foundations</u></p> <ul style="list-style-type: none"> <li>• How do Rundell, Jones and Hertog define or imply “Saudi power”? Where do they converge (e.g., oil rents, monarchy, Islam) and where do they diverge (e.g., stability vs fragility, rentier state vs emerging developmentalism)?</li> <li>• Does the classic “rentier state” label adequately capture Saudi Arabia’s political economy in 2026, or do the readings suggest we need a more nuanced framework?</li> </ul> <p><u>2. Resources, environment, and control</u></p> <ul style="list-style-type: none"> <li>• Jones argues that Saudi authority was built through control of oil <i>and</i> water, not just fiscal rents. How does this broaden our understanding of how the Saudi state governs people and territory?</li> <li>• In what ways do physical constraints (water scarcity, geography) and technological systems (ARAMCO, desalination, pipelines) shape the forms of Saudi power we see today?</li> </ul> <p><u>3. Institutions, elites, and path dependence</u></p> <ul style="list-style-type: none"> <li>• Hertog emphasizes that oil rents enabled very different institutional trajectories across ministries and sectors—some clientelist, some remarkably efficient. How does that challenge a monolithic view of the Saudi state?</li> <li>• What does Hertog’s account of princes, brokers, and bureaucrats suggest about who actually makes and implements economic policy in Riyadh, and how that might matter for Vision 2030 and defense reforms later in the course?</li> </ul> <p><u>4. Stability, legitimacy, and change</u></p> <p>Rundell portrays a system that has been stable for decades but is now under strain from social change, youth expectations, and concentrated power in MBS. Which mechanisms of stability and legitimacy stand out in his account, and which appear most fragile?</p> | <b>Tuesday<br/>19 May</b> |

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|          | <p><u>5.Framing the course</u></p> <ul style="list-style-type: none"> <li>Given these foundational accounts, what do you see as the three most important economic levers of Saudi power (e.g., oil pricing, PIF capital flows, defense spending, religious soft power)?</li> <li>What are the key questions you personally want to answer by the end of the course about Saudi Arabia’s future role in global markets, regional security, and domestic transformation?</li> </ul> <p><i>Readings:</i></p> <p>Rundell, <i>Vision or Mirage</i>: Intro + Ch. 1</p> <p>Jones, <i>Desert Kingdom</i>: Introduction</p> <p>Hertog, <i>Princes, Brokers, and Bureaucrats</i>: Ch. 1</p>   |  |
| <p>2</p> | <p><b>State, Society, and Demography in Contemporary Saudi Arabia</b></p> <p><i>Guiding Questions:</i></p> <p><b>Prior to meeting: To prepare for this meeting, please download the following World Bank data for Saudi Arabia in 2010 and the most recent year available:</b></p> <p>Population, total; Population ages 15–64, total / % of total; Population ages 65 and above (% of total); Urban population (% of total); Unemployment, total (% of total labor force); Unemployment, youth total (% of total labor force ages 15–24), if available; Labor force participation rate, female (% of female population ages 15+).</p> <p>Using this data, create a one-page “Saudi Society at a Glance” and bring a printed or digital copy to our meeting. This should be a simple 2-column table (2010 vs. latest value for each indicator). Write 3 bullets (max 100 words total) answering:</p> <ul style="list-style-type: none"> <li>What has changed most visibly in this data?</li> <li>What has changed less than you expected?</li> <li>What question raised by the data should we address in class?</li> </ul> <hr/> <p>In our meeting we will discuss the following matters:</p> <p>1. <u>Who are “the Saudis” today?</u></p> <ul style="list-style-type: none"> <li>Looking at your tables, how has Saudi Arabia’s population size and age structure changed between 2010 and the latest year (youth share, working-age share, 65+ share)?</li> </ul> | <p><b>Thursday<br/>                 21 May</b></p> |

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|                 | <ul style="list-style-type: none"> <li>• How does the urbanization figure shape your mental picture of Saudi society (Riyadh/Jeddah-centric vs rural/tribal)?</li> <li>• Given these shifts, what are the main policy pressures likely to emerge over the next 10–15 years (education, housing, health care, pensions, jobs)?</li> </ul> <p>2. <u>Labor markets, youth, and women’s employment changes</u></p> <ul style="list-style-type: none"> <li>• Compare unemployment and youth unemployment in your data sheet. Are things getting better, worse, or just volatile?</li> <li>• How has female labor force participation changed? Does the magnitude of the change match the narrative in Rundell and your labor-market reading?</li> <li>• If you were a Saudi policymaker, which of these three numbers would worry you most: total unemployment, youth unemployment, or female participation? Why?</li> </ul> <p>3. <u>Social structure as a constraint and asset for Saudi power</u></p> <ul style="list-style-type: none"> <li>• Based on the indicators, identify one way Saudi demography and social change <i>enable</i> external power (e.g., larger skilled workforce, higher female participation) and one way they <i>constrain</i> it (e.g., fiscal pressures of youth or aging).</li> <li>• If you were advising a US policymaker, which single World Bank indicator would you recommend tracking every year as a barometer of Saudi internal stability, and why?</li> </ul> |                                  |
|                 | <p><i>Readings:</i></p> <p>Rundell society chapter + World Bank World Development Indicators. Download the XLS version <a href="#">here</a>.</p>  |                                  |
| <p><b>3</b></p> | <p><b>Oil, OPEC+, and the Economics of Global Energy Markets</b></p> <p><i>Guiding Questions:</i></p> <p>1. <u>How exactly does Saudi Arabia exercise “oil power”?</u></p> <ul style="list-style-type: none"> <li>• From the readings, what specific mechanisms translate Saudi oil production decisions into global influence (e.g., spare capacity, price leadership, bilateral oil-for-security expectations)?</li> <li>• Does the evidence suggest Saudi Arabia is still a unique “swing producer,” or is that role eroding?</li> </ul> <p>2. <u>The domestic oil–rent–society nexus</u></p>  | <p><b>Tuesday<br/>26 May</b></p> |

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|   | <ul style="list-style-type: none"> <li>• How do Jones and Rundell describe the ways oil revenues shape everyday life in Saudi Arabia (jobs, subsidies, infrastructure, social programs)?</li> <li>• In what ways have oil rents historically substituted for taxation and political participation?</li> <li>• Given the chapters you’ve read, does the classic “no taxation, no representation” rentier logic still fit, or are we seeing a shift toward more performance-based legitimacy (delivery of services, Vision 2030 promises)?</li> </ul> <p>3. <u>Institutions, ARAMCO, and “islands of efficiency”</u></p> <ul style="list-style-type: none"> <li>• What does Hertog’s treatment of oil-related institutions (e.g., ARAMCO, energy and planning ministries) tell us about where competence resides in the Saudi state?</li> <li>• How might these “islands of efficiency” shape Saudi capacity to manage volatile oil prices, invest in diversification, and implement Vision 2030?</li> <li>• If you were a foreign policymaker dealing with Riyadh on energy issues, which institutions or actors would you prioritize engaging, and why?</li> </ul> <p>4. <u>Oil markets, energy transition, and future Saudi power</u></p> <ul style="list-style-type: none"> <li>• Based on your readings (and prior sessions), what are the most plausible medium-term threats to Saudi oil power: demand destruction from climate policy, new supply elsewhere, technological shifts, or political constraints?</li> <li>• If you had to pick a single indicator to track over the next 15 years to assess whether Saudi oil power is rising or falling (e.g., spare capacity, fiscal breakeven price, share of global exports), which would you choose and why?</li> </ul> <p><i>Readings:</i> Jones oil chapter, Rundell energy chapter. Download the OPEC Annual Statistical Bulletin and <a href="#">XLS Data tables here</a>.</p> |                                   |
| 4 | <p><b>Fiscal Statecraft: Budgets, Rents, and the Saudi Social Contract</b></p> <p><i>Guiding Questions:</i></p> <p>1. <u>Anatomy of the Rentier Budget</u></p> <ul style="list-style-type: none"> <li>• Budget composition: Looking at the Ministry of Finance data, what are the three largest expenditure categories? How does this budget structure reflect (or challenge) classic rentier state theory?</li> <li>• Defense burden: What share of the budget goes to defense/security? Compare this to education/health. Does Rundell or <i>Blood and Oil</i> explain why defense dominates spending?</li> </ul>   | <p><b>Thursday<br/>28 May</b></p> |

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| 5 | <p><u>2. The Domestic Fiscal Contract</u></p> <ul style="list-style-type: none"> <li>• How do the readings describe the historical citizen-state bargain (subsidized services, jobs, welfare in exchange for political passivity)? Is this model cracking?</li> <li>• Consider the massive public sector wage bill. What happens if Vision 2030's private-sector jobs target fails?</li> </ul> <p><u>3. Fiscal Tools of Power Projection</u></p> <ul style="list-style-type: none"> <li>• PIF as fiscal weapon: How does <i>Blood and Oil</i> describe MBS using the Public Investment Fund to bypass conventional budget constraints? What are the risks of this approach?</li> <li>• Is debt is a vulnerability or a strategic asset for Riyadh?</li> </ul> <p><u>4. Policy Synthesis</u></p> <ul style="list-style-type: none"> <li>• Fiscal reform scorecard: Rank these three reforms by potential impact on Saudi power (fiscal, external projection, domestic stability):                             <ul style="list-style-type: none"> <li>○ VAT/non-oil tax expansion</li> <li>○ Defense spending reallocation</li> <li>○ PIF-led investment abroad</li> </ul> </li> <li>• If US-Saudi security ties weaken, what fiscal lever could Riyadh pull (cut US arms purchases? Accelerate Chinese procurement?)? What does your budget analysis suggest about Riyadh's room to maneuver?</li> <li>• From today's data and readings, name your single best fiscal indicator to track Saudi stability through 2035 and justify it.</li> </ul> |                                  |
|   | <p><i>Readings:</i></p> <p>International Monetary Fund (IMF). (2025). <i>Saudi Arabia: 2025 Article IV Consultation</i>. <a href="https://www.imf.org/en/Countries/SAU">imf.org/en/Countries/SAU</a>. Read the Executive summary and sections on fiscal policy, debt sustainability and non-oil revenue growth. Look at fiscal deficit/surplus trends, composition of government revenue, public debt levels and IMF's reform recommendations.</p> <p>Saudi Ministry of Finance Annual Budget Statement.<br/> <a href="https://www.mof.gov.sa/en/budget/2026/BudgetStatementDocs/Eng_2026.pdf">https://www.mof.gov.sa/en/budget/2026/BudgetStatementDocs/Eng_2026.pdf</a></p> <p>Continue reading from Jones, Schenck and Rundell.</p>  |                                  |
|   | <p><b>Vision 2030 and National Transformation: Ambitions, Constraints, Outcomes</b></p>   |                                  |
|   | <p><i>Guiding Questions:</i></p> <p>Pre-Class Exercise:</p>   | <p><b>Tuesday<br/>2 June</b></p> |

Download and chart some of the V2030 KPI's, including: Non-oil GDP growth (%); Non-oil revenue as % of total revenue; Private sector contribution to GDP (%); Female labor force participation (%); Unemployment rate, Saudi nationals (%); Tourism arrivals (millions)

Bring to class: One page with progress dashboard (table or chart showing baseline, current value, and 2030 target) target vs. actual) and short answers to the following questions:

1. Which KPI shows strongest progress?
2. Which shows biggest gap vs. target?
3. One structural obstacle the data reveals.

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Discussion Questions:

1. Vision 2030 Anatomy

- From the official documents, distill Vision 2030 to its 3 measurable economic goals. Are these are genuine transformation goals or political theater?
- Using your KPI dashboard, which 2-3 targets show real progress? Where do actuals fall most short of ambition? What explains the gaps (oil prices, COVID, execution capacity)?
- *Blood and Oil* portrays MBS choosing megaprojects (NEOM) over incremental reforms. Does the data support this approach working?

2. Political Economy Constraints

- Where does Vision 2030 face the strongest bureaucratic/princely pushback? How has MBS neutralized opposition?
- Can Saudi Arabia afford NEOM + SAMI + entertainment cities? given current breakeven oil prices? What does IMF analysis imply?
- How does Vision 2030 alter the rentier bargain? If public sector jobs shrink and private sector Saudization quotas bite, what political risks emerge (youth unrest, female employment backlash)?

3. Power Implications and the US Relationship

- Rank Vision 2030 pillars by potential to enhance external power projection (fiscal resilience, industrial base, soft power).
- If Vision 2030 stalls on KPIs, where could US policy intervene productively (technical assistance, market access, security guarantees)? Where would it backfire?
- From today's analysis, name your single best Vision 2030 indicator for predicting Saudi stability through 2035.

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|          | <p><i>Readings:</i><br/>                 Vision 2030 and KPIs; Schenck</p>   |                            |
| <b>6</b> | <p><b>Diversification in Practice: PIF, Megaprojects, and Industrial Policy</b></p> <p><i>Guiding Questions:</i></p> <p><u>Pre-Class Exercise:</u><br/>                 Using the PIF Annual report, chart key PIF and megaproject metrics from 2016 through most recent data for: PIF Assets Under management (AUM); PIF domestic vs. international allocation; NEOM construction annual spend; Defense localization (% of spend) and non-oil private sector share of GDP.</p> <p><u>Bring to Class:</u><br/>                 Prepare a one-page PIF Progress dashboard addressing the following:</p> <ul style="list-style-type: none"> <li>• What have been PIF’s biggest successes and failures to date?</li> <li>• Are the megaprojects sustainable?</li> <li>• What is the most significant structural risk in industrial policy?</li> </ul> <hr/> <p><u>Discussion Questions:</u></p> <p>1. <u>PIF as National Economic Engine</u></p> <ul style="list-style-type: none"> <li>• Trace PIF from passive SWF to MBS's "personal checkbook." What governance changes enabled this? What risks does <i>Blood and Oil</i> highlight?</li> <li>• Assess PIF balance between domestic job creation vs. international prestige/soft power. Does data show "additionality" (new industries) or just rent recycling?</li> <li>• What metrics would convince you PIF creates sustainable value vs. just inflating asset prices?</li> </ul> <p>2. <u>Megaprojects – Ambition vs. Execution</u></p> <ul style="list-style-type: none"> <li>• Why does Saudi Arabia choose megaprojects over incrementalism?</li> <li>• If NEOM eats 5-10% of annual budget, what gets underfunded (education? defense R&amp;D?)?</li> <li>• Does NEOM/Lucid/Newcastle buy Saudi Arabia diplomatic leverage?</li> </ul> <p>3. <u>Industrial Policy and Localization</u></p> <ul style="list-style-type: none"> <li>• SAMI ambitions: What % defense localization does SAMI target by 2030? Is this realistic given current capabilities)? How does it fit broader industrial strategy?</li> <li>• Defense offsets promise local content/jobs. <i>Blood and Oil</i> suggests capture by cronies—what data from PIF/SAMI reports supports or refutes this?</li> </ul> | <b>Thursday<br/>4 June</b> |

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|   | <ul style="list-style-type: none"> <li>UAE's EDGE vs. SAMI—which model is superior for Saudi scale/constraints?</li> </ul> <p><u>4. Power Projection and External Implications</u></p> <ul style="list-style-type: none"> <li>PIF stakes in US firms (Boeing, Uber, Lucid) + Newcastle create constituencies. If US sanctions PIF (e.g., Khashoggi response), what are Riyadh's counter-moves?</li> <li>What's the best diversification indicator for 2035 Saudi power (PIF ROI? Localization %? NEOM population?).</li> </ul> <p><i>Readings:</i></p> <p>PIF Annual Reports, Vision 2030 Industrial Strategy, SAMI 2030 Plans; Hope and Schenck on the PIF expansion, NEOM announcement and early project execution.</p>  |                                  |
| 7 | <p><b>Labor Markets, Human Capital, and Social Change in the Kingdom</b></p> <p><i>Guiding Questions</i></p> <p>Pre-Class Exercise:<br/>             Chart some of the key Saudi labor market indicators including:<br/>             Unemployment rate, Saudi nationals (%); Female labor force participation (% ages 15+); Youth unemployment (15-24, %); Private sector Saudis (% of workforce); Expatriate share of total employment (%); Tertiary education enrollment (% relevant age)</p> <p>Prepare a one-page labor dashboard (table and a few charts) and describe what you consider Saudi Arabia's biggest labor market success and most stubborn challenge.</p> <hr/> <p>Discussion Questions:</p> <p>1. <u>Labor Market Snapshot</u></p> <ul style="list-style-type: none"> <li>Explain the development of female labor force participation vs overall unemployment. Does data match Vision 2030 rhetoric?</li> <li>Youth unemployment lingers despite GDP growth. Is this a demographic time bomb?</li> </ul> <p>2. <u>Institutional Political Economy</u></p> <ul style="list-style-type: none"> <li>Public employment is a core rentier bargain. The data shows a shift toward private sector employment. Is this a positive or negative development?</li> <li>Female participation beats the KPI targets. Is this a demonstration of MBS "liberalization", or something else?</li> </ul> <p>3. <u>Power Implications</u></p> | <p><b>Tuesday<br/>9 June</b></p> |

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|          | <p>Labor trends affect defense recruitment. Can Saudi Arabia staff a modernized military if conscription fails and public sector shrinks?</p> <p><u>4. Policy Synthesis</u></p> <ul style="list-style-type: none"> <li>Rank these by impact on long-term power: vocational training overhaul, female employment acceleration, public-private wage convergence.</li> <li>US firms in KSA (Aramco partners, defense contractors) need skilled Saudis. Where could US technical/vocational aid create leverage without dependency?</li> <li>What’s the best single labor indicator for 2035 Saudi power? (Female participation? Private sector Saudis? Others?) Why this over others?</li> </ul> <p><i>Readings:</i></p> <p>Rundell – focus on Saudization, women’s employment and education; Saudi Vision 2030 Human Capital Development Report and World Bank/ IMF Indicators – extract KPI’s to complete the pre-class research.</p>   |                             |
| <b>8</b> | <p><b>Regional Power Projection: Arms Transfers, Security Relationships and a New War</b></p> <p><i>Guiding Questions:</i></p> <p><u>Pre-Class Exercise:</u></p> <ul style="list-style-type: none"> <li>Use the SIPRI arms transfer database to chart the sources of Saudi and GCC members’ arms imports, and the recipients of arms exports.</li> <li>Use the SIPRI MILEX database to compare Saudi military expenditures with those of other Middle East countries.</li> <li>Prepare 2 charts documenting these analyses and prepare a one-paragraph (100 words) description of the military budgets and arms transfer environment in the region.</li> </ul> <p><u>Discussion Questions</u></p> <ul style="list-style-type: none"> <li>In terms of military expenditures and arms transfers, who are the dominant military powers in the Middle East? Are most of the regional powers simply proxy actors for the United States?</li> <li>MBS’ efforts to complete a treaty with Yemen are cited as an attempt to assert regional leadership. Is this correct? How is the regional security balance likely to change for Saudi Arabia because of the US/Israel/Iran conflict? Are the impacts likely to be different in the long run?</li> <li>Rank KSA’s regional tools by cost-effectiveness: military intervention, economic aid, energy pricing, diplomatic isolation. What data supports/refutes this ranking.</li> </ul> | <b>Thursday<br/>11 June</b> |

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|   | <ul style="list-style-type: none"> <li>• If US retrenches from Gulf, what regional vacuum does Saudi Arabia fill (or fail to fill)? Where are the limits?</li> <li>• What is the best indicator of Saudi regional military/security power through 2035?</li> </ul>   |                                   |
|   | <p><i>Readings:</i></p> <ul style="list-style-type: none"> <li>• GCC Secretariat. (2025). <i>GCC Summit Communiqué</i> (latest).</li> <li>• Read Hope and Schenck on the Yemen war-related decision-making, the Qatar blockade and MBS’ regional assertiveness.</li> <li>• Use the SIPRI databases and explore their value.</li> <li>• Read current news reports since February and scan Saudi government social media (especially SPA, MOFA and Al Arabiya) on the US/Iran war.</li> </ul>  |                                   |
| 9 | <p><b>Great-Power Competition: KSA’s Security and Economic Ties with the US, China, and Russia</b></p> <p><i>Guiding Questions:</i></p> <p><u>Pre-Class Exercise:</u><br/>                 Review Saudi Arabia’s great-power engagement strategy since 2015 by analyzing and charting the following data:</p> <ul style="list-style-type: none"> <li>• Saudi arms imports by supplier (US, EU, China, Russia %)</li> <li>• Bilateral trade volumes (US, China, Russia \$B)</li> <li>• PIF investments abroad</li> </ul> <p>Create 3 charts using the above analysis, and 2 bullet points explaining:</p> <ul style="list-style-type: none"> <li>• What has been the biggest shift in Saudi partnerships?</li> <li>• Is there divergence between KSA’s economic vs. security alignments?</li> </ul> <hr/> <p><u>Discussion Questions:</u></p> <p>1. <u>US-Saudi Security-Economic Nexus</u></p> <ul style="list-style-type: none"> <li>• Has the oil-for-arms bargain eroded?</li> <li>• After the Khashoggi incident, was there any real change in the economic or security relationships?</li> <li>• Does the US have any leverage by withholding advanced weapons from the Saudis? Or do the China/Russia links allow KSA to compensate?</li> </ul> <p>2. <u>China Economic Ascendancy</u></p> <ul style="list-style-type: none"> <li>• China is now the major buyer of Saudi oil. Does this give KSA pricing leverage, or does it create dependency?</li> <li>• Is the PIF betting heavily on China? How does this affect the bilateral relationship?</li> <li>• Huawei plays an important role in KSA. What challenges does this create for the US? How are the Saudis and Huawei managing this relationship?</li> </ul> | <p><b>Tuesday<br/>16 June</b></p> |

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|           | <p><u>3. Russia Energy Pragmatism</u></p> <ul style="list-style-type: none"> <li>OPEC+ marriage: Production cut coordination stabilizes prices. Your oil charts (Meeting 3)—quantify mutual benefit. What happens if Ukraine war reignites?</li> <li>Rosneft/SIBUR deals: PIF-Russia energy investments. Rundell questions sustainability. Does FDI data support or contradict?</li> </ul> <p>4. Hedging Strategy Sustainability</p> <ul style="list-style-type: none"> <li>Can you rank US/China/Russia by Saudi dependence (security, markets, tech)? where is the greatest vulnerability?</li> <li>If Saudi buys Chinese JF-17 fighters, drones or S-400s, what US countermeasures might best preserve leverage? Arms embargoes? Oil market pressure? PIF sanctions?</li> <li>What is the best indicator of Saudi great-power balancing through 2035? Is it arms import diversification? RMB trade share? Others?</li> </ul> <p><i>Readings:</i></p> <ul style="list-style-type: none"> <li>Rundell: Read about the US security guarantees</li> <li>Hope and Scheck: Read about MBS' US visits, China summits and Russia/OPEC+.</li> <li>Read analysis of the China-Saudi partnership by Carnegie:<br/> <a href="https://carnegieendowment.org/russia-eurasia/posts/2025/01/how-china-aligned-itself-with-saudi-arabias-vision-2030">https://carnegieendowment.org/russia-eurasia/posts/2025/01/how-china-aligned-itself-with-saudi-arabias-vision-2030</a></li> <li>Review trade statistics on bilateral trade volumes and changes, FDI inflows by origin and PIF foreign investments by country.</li> </ul> |                                    |
| <p>10</p> | <p><b>Defense Economics and Security Sector Reform in Saudi Arabia</b></p> <p><i>Guiding Questions:</i></p> <p><u>Pre-Class Exercise</u><br/>         Using Saudi budget data and defense budget data from SIPRI MILEX, create the following charts:</p> <ul style="list-style-type: none"> <li>Saudi defense expenditures 2010-most recent vs. Japan, UK, Germany, UAE</li> <li>Saudi defense expenditures 2010-most recent vs. US, Russia, China, Korea, Japan Percent of GDP</li> <li>Annual defense revenue of Lockheed Martin, Boeing, Thales, Airbus, Palantir and SAMI (2020-most recent)</li> </ul> <hr/> <p><u>Discussion Questions</u></p> <p><u>Defense Affordability</u></p> <ul style="list-style-type: none"> <li>How much does Saudi Arabia spend on defense? Can this level of defense spending be sustained, given other priorities?</li> <li>Why are Saudi defense expenditures so high?</li> </ul>  | <p><b>Thursday<br/>18 June</b></p> |

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|  | <p><u>Defense Localization</u></p> <ul style="list-style-type: none"> <li>• Is “localization” a realistic goal for Saudi production of advanced weapons?</li> <li>• What are the constraints on Saudi defense localization? Could the US, Russia or China help address these constraints? Why would they do so?</li> <li>• Is there evidence that China supports Saudi defense localization?</li> </ul> <p><u>Saudi Defense Transformation</u></p> <ul style="list-style-type: none"> <li>• What are the goals of the Saudi defense transformation program? Who set them?</li> <li>• What military benefits do the Saudis expect from transformation? Are they being realized?</li> <li>• How has defense transformation affected the structure and performance of the Saudi armed forces and defense industry?</li> <li>• Where and how should the US seek to influence the outcomes of this program?</li> </ul> <p><i>Readings:</i></p> <p>SAMI Strategy; in-class handouts on Defense Transformation<br/>                 Rundell and Scheck on Saudi defense policy</p>  |   |
| <p style="text-align: center;"><b>11</b></p> | <p style="text-align: center;"><b>Finance, Capital Flows, and the External Dimensions of Saudi Power</b></p> <p><i>Guiding Questions:</i></p> <p><u>Pre-Class Exercise:</u></p> <ul style="list-style-type: none"> <li>• Use DataSaudi and the World Bank development indicators (WDI) to create 3-4 charts showing the evolution of Saudi foreign exchange reserves, external debt, FDI inflows/outflows and PIF international investments.</li> <li>• Prepare 2-3 bullet points explaining how Saudi financial power has changed since 2020.</li> </ul> <hr/> <p>Discussion Questions:</p> <p>1. <u>Financial Architecture and Reserves</u></p> <ul style="list-style-type: none"> <li>• Does Saudi Arabia have excessive exposure to US sanctions or Fed rates because of reliance on reserves? How could these risks be mitigated?</li> <li>• Is “de-dollarization” toward RMB a credible policy for KSA?</li> </ul> <p>2. <u>PIF as a Global Actor</u></p> <ul style="list-style-type: none"> <li>• Are the PIF’s international investments political signalling or real economic investments?</li> <li>• Are international concerns about corruption and opacity adequately addressed by the PIF?</li> </ul> | <p style="text-align: center;"><b>Tuesday<br/>23 June</b></p> |

|    |  |                                    |                                  |
|----|--|------------------------------------|----------------------------------|
|    | <p><u>3.Capital Flows and Economic Security</u></p> <ul style="list-style-type: none"> <li>• What explains the apparent imbalance between capital inflows and outflows?</li> <li>• What actual investments have resulted from the recent US/Saudi investment initiatives? How might these investments increase Saudi Arabia’s vulnerability?</li> </ul> <p><u>4.Synthesis</u></p> <ul style="list-style-type: none"> <li>• Can we rank the sources of potential Saudi economic leverage? (e.g. reserve holdings, PIF investments, RMB deals, others)?</li> <li>• If the PIF dumps US Treasuries, or RMB reserve holdings increase, what US responses are available?</li> <li>• What is the best available financial indicator for Saudi financial power in the 2030-2035 timeframe?</li> </ul> |                                    |                                  |
|    | <p><i>Readings:</i></p> <p>Use DataSaudi to understand changes in capital flows and trade. Re-read the PIF annual report to understand the PIF’s foreign investments.<br/>                 Read <i>Blood and Oil</i> on international concerns about opacity and corruption.</p>   |                                    |                                  |
|    | <p><b>Scenarios to 2040: Risks, Opportunities, and Policy Choices for Saudi Arabia and the US</b></p>  |                                    |                                  |
| 12 | <p><i>Guiding Questions:</i></p> <p><u>Pre-Class Exercise</u></p> <ul style="list-style-type: none"> <li>• Prepare a “Saudi 2040 Forecast”:</li> <li>• Pick 3 indicators from our prior sessions (e.g. 1 fiscal, 1 social/demographic, 1 external or security-related)</li> <li>• Project each to 2040 (base case, optimistic, pessimistic)</li> <li>• Write 150 words starting with: “Saudi Arabia’s ability to project power internationally will be (stronger/weaker/unchanged) because...”</li> </ul>  | <p><b>Thursday<br/>25 June</b></p> |                                  |
|    | <p><u>Class Discussion Questions</u></p> <ul style="list-style-type: none"> <li>• How and where will the policy initiatives now underway in Saudi Arabia improve the lives of Saudi people and affect the influence of Saudi Arabia in the region and the world?</li> <li>• What are the principal risks to these improvements?</li> <li>• What should be the main elements of US economic, security and cultural policies toward Saudi Arabia through 2035?</li> </ul>  |                                    |                                  |
|    | <p><i>Readings:</i></p> <p>All previous</p>  |                                    |                                  |
|    | <p><b>Final Assessment Material Submitted by 6:00 PM</b></p>   |                                    | <p><b>Friday 26<br/>June</b></p> |
|    |  |                                    |                                  |

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## READINGS AND RESOURCES

**Books for Purchase/ Key Readings and Data Sources.** You should expect to refer frequently to assignments and optional readings from the following works, including public databases. Other materials will be posted on Canvas or provided as in-class handouts.

### Core Books (Purchase Recommended)

1. Hope, B., and Scheck, J. (2020). *Blood and Oil: Mohammed bin Salman's Ruthless Quest for Global Dominance*. Hachette Books. MBS-era fiscal decisions, Yemen war, PIF expansion, US-China hedging.
2. Jones, T. C. (2010). *Desert Kingdom: How Oil and Water Forged Modern Saudi Arabia*. Harvard University Press. Oil-water-state power nexus, historical rentier foundations.
3. Rundell, D. (2020). *Vision or Mirage: Saudi Arabia at the Crossroads*. Bloomsbury Academic. Comprehensive political economy, Vision 2030 assessment, US relations.
4. Hertog, S. (2010). *Princes, Brokers, and Bureaucrats: Oil and the State in Saudi Arabia*. Cornell University Press. Institutional variation, "islands of efficiency," labor market structures.

### Official Saudi Government Sources

5. DataSaudi Database (2026) <https://datasaudi.sa/en> First stop for quantitative data about Saudi economic, financial, trade and demographic data.
6. Saudi Vision 2030. (2024). *Vision 2030 Annual Progress Report*. [vision2030.gov.sa/en/annual-reports](https://www.vision2030.gov.sa/en/annual-reports) KPIs across all pillars (economy, society, national projects) are at: <https://www.vision2030.gov.sa/en/explore/key-performance-indicator>
7. Public Investment Fund (PIF). (2024). *PIF Annual Report*. [pif.gov.sa/en/ReportsAndPublications](https://pif.gov.sa/en/ReportsAndPublications) AUM growth, portfolio allocation, international investments.
8. Saudi Arabia Military Industries (SAMI). (2024). *SAMI Strategy 2030*. [sami.com.sa/en/strategic-vision](https://sami.com.sa/en/strategic-vision) Defense localization targets, export ambitions.
9. Saudi Ministry of Finance. (2025). *Annual Budget Statement*. [mof.gov.sa/en/Pages/default.aspx](https://mof.gov.sa/en/Pages/default.aspx) Expenditure breakdown, revenue composition.
10. Saudi Arabian Monetary Authority (SAMA). (2024). *Annual Report*. [sama.gov.sa/en-US/Pages/AnnualReport.aspx](https://sama.gov.sa/en-US/Pages/AnnualReport.aspx) Reserves, external debt, financial stability.
11. Saudi General Authority for Statistics (GASTAT). (2025). *Labor Market Bulletin*. [stats.gov.sa/en](https://stats.gov.sa/en) Saudization metrics, unemployment by nationality/gender.
12. Saudi National Industrial Strategy (NIS) (2022) [https://www.vision2030.gov.sa/media/t0uiiudv/nsd\\_en.pdf](https://www.vision2030.gov.sa/media/t0uiiudv/nsd_en.pdf)

13. Saudi Vision 2030. (2025) *Human Capability Development Report*.  
<https://www.vision2030.gov.sa/en/explore/programs/human-capability-development-program>

### International Organizations and Data Sources

13. International Monetary Fund (IMF). (2025). *Saudi Arabia: 2025 Article IV Consultation*.  
[imf.org/en/Countries/SAU](https://www.imf.org/en/Countries/SAU) Fiscal sustainability, breakeven analysis, reform recommendations.
14. World Bank. (2025). *World Development Indicators* <https://datatopics.worldbank.org/world-development-indicators/> Demographics, labor markets, GDP composition (used across sessions).
15. Stockholm International Peace Research Institute (SIPRI). (2025). *Trends in International Arms Transfers*. [sipri.org/databases/armstransfers](https://www.sipri.org/databases/armstransfers) Saudi arms imports by supplier.
16. Stockholm International Peace Research Institute (SIPRI). (2025). *Military Expenditures Database*. <https://www.sipri.org/databases/milex>

### Session-Specific Readings (PDFs/Canvas Uploads)

#### Session 3: Oil Markets

OPEC Secretariat. (2025). *OPEC Annual Statistical Bulletin*. [Register](#) on the OPEC site and download the data tables: <https://publications.opec.org/asb/Download>

#### Session 8: Regional Power

GCC Secretariat. (2025). *GCC Summit Communiqué* (latest).  
<https://www.gcc-sg.org/en/MediaCenter/News/Pages/news2025-12-3-3.aspx>

#### Session 9: Great Powers

Saudi Arabia's Strategic Vision <https://www.csis.org/analysis/saudi-arabias-strategic-vision>

### Data Dashboards (Student Exercises)

- World Bank Open Data: [data.worldbank.org](https://data.worldbank.org) (Sessions 2, 3, 4, 7)
- IMF Data Portal: [data.imf.org](https://data.imf.org) (Sessions 4, 9, 11)
- SAMA Statistical Portal: [sama.gov.sa/en-sa/EconomicResearch](https://sama.gov.sa/en-sa/EconomicResearch) (Sessions 11-12)

### Additional Research Resources

Kingdom of Saudi Arabia. *Basic Law of Saudi Arabia*. <https://www.acerislaw.com/wp-content/uploads/2021/03/Saudi-Arabia-Basic-Law-of-Governance.pdf>

Kingdom of Saudi Arabia. *Vision 2030*. <https://www.vision2030.gov.sa/en/annual-reports>

Kingdom of Saudi Arabia. *Public Investment Fund Program 2021 – 2025*.

<https://www.pif.gov.sa/en/strategy-and-impact/the-program/#1>

Human Rights Watch. *World Report: Saudi Arabia*. <https://www.hrw.org/world-report/2021/country-chapters/saudi-arabia#>

### **Saudi Cultural and Heritage-Related Resources (Optional)**

#### **Films**

The Message (1976) – Moustapha Akkad

Ulema-approved epic depicting Prophet Muhammad's era (no visual depiction of Prophet as required by Islamic tradition). Highly recommended, especially if you have little previous exposure to Islamic traditions. The story of “The Message” is known across the Islamic world.

[YouTube Full Film](#) | [IMDb](#)

The Siege of Mecca Documentary on the 1979 attack on the Grand Mosque of Mecca. Essential and well-done. In many ways, this was the “Saudi 9/11”, and shaped both the conservative crackdown that followed, while setting the stage for MBS – who was not even alive in 1979.

[Amazon Prime](#)

#### **Books**

Basic Law of Saudi Arabia (Kingdom of Saudi Arabia) The Saudi constitution with all current revisions. Different versions are available online but this is an official government-sponsored version.

[Amazon](#)

Daring to Drive by Manal al-Sharif (2017): Women's driving activist, ARAMCO employee, computer science graduate born in 1979 to strict Wahabi family in Mecca. A tragic autobiography of a well-intentioned, well-educated Saudi who did not understand how her government works.

[Amazon](#)

Princess: A True Story of Life Behind the Veil in Saudi Arabia by Jean Sasson (1992)

Royal women's perspective on Wahhabi court culture during the 1970's – 1980's.

[Amazon](#)

The Mission and the Kingdom by David Commins (2006)

Definitive intellectual history of Saudi Wahhabism

[Amazon](#)

Black Wave: Saudi Arabia, Iran, and the Forty-Year Rivalry That Unraveled Culture, Religion, and Collective Memory by Kim Ghattas (2020): Saudi Wahhabi cultural exports globally

[Amazon](#)

The Bin Ladens: An Arabian Family in the American Century by Steve Coll (2008)  
Saudi-Yemeni business family, Wahhabi connections

[Amazon](#)

No God but One: Allah or Jesus by Nabeel Qureshi (2016) Sunni-Wahhabi theology from insider-outsider view

[Amazon](#)

The Holy Koran (Pickthall English Translation) Our Muslim friends remind us that the Holy Koran can only be fully appreciated in the original Arabic. This English translation is generally accepted as the closest in tone and spirit to the original.

[Amazon](#)

Basic Principles of the Islamic Worldview (Sayed Qutb) Essential for understanding the philosophy of the radical Islamists.

[Amazon](#)

Arabs (Tim Mackintosh-Smith) A perspective on 3,000 years of Arab history arguing that the evolution of the Arabic language is the key element of the Arab identity.

[Amazon](#)

Wahabism: The History of the Conservative Islamic Religious Movement in Saudi Arabia (Charles River Editors) Comprehensive review of Saudi Wahabism, with an extensive bibliography.

[Amazon](#)

## Web and Social Media Links to Key Saudi Entities

(Prepared by Research Assistant Ms. Hessa Al Yahya, Director of Public Diplomacy and Media Affairs, Royal Embassy of Saudi Arabia)

### Core Leadership and Government Portal

| Entity                             | Website   | Social |
|------------------------------------|-----------|--------|
| Royal Court / Council of Ministers | my.gov.sa | NA     |

### Sovereign, Security and Foreign Affairs

| Entity                      | Website     | Social          |
|-----------------------------|-------------|-----------------|
| Ministry of Interior        | moi.gov.sa  | @MOISaudiArabia |
| Ministry of Defense         | mod.gov.sa  | @modgovksa      |
| Ministry of National Guard  | sang.gov.sa | @SANGgovSA      |
| Ministry of Foreign Affairs | mofa.gov.sa | @KSAMOFA        |

### Economic and Strategic Governance Ministries

| Entity                                      | Website         | Social          |
|---|-----------------|-----------------|
| Ministry of Finance                         | mof.gov.sa      | @MOFKSA         |
| Ministry of Economy and Planning            | mep.gov.sa      | @MEPSaudi       |
| Ministry of Investment                      | misa.gov.sa     | @InvestSaudi    |
| Ministry of Energy                          | moenergy.gov.sa | @MoEnergy_Saudi |
| Ministry of Industry and Mineral Resources  | mim.gov.sa      | @mimgov         |
| Ministry of Commerce                        | mc.gov.sa       | @MCgovSA        |
| Ministry of Transport and Logistic Services | mot.gov.sa      | @SaudiTransport |
| Ministry of Communications and IT           | mcit.gov.sa     | @MCITgovSA      |

### Infrastructure, Environment and Public Services

| Entity   | Website      | Social      |
|--|--------------|-------------|
| Ministry of Municipalities and Housing         | momah.gov.sa | @MOMAHgov   |
| Ministry of Environment, Water and Agriculture | mewa.gov.sa  | @MEWA_KSA   |
| Ministry of Education                          | moe.gov.sa   | @moe_gov_sa |

|  |             |           |
|--|-------------|-----------|
| Ministry of Health                                 | moh.gov.sa  | @SaudiMOH |
| Ministry of Human Resources and Social Development | hrsd.gov.sa | @HRSD_SA  |
| Ministry of Justice                                | moj.gov.sa  | @MojKsa   |

### **Culture, Society and Quality of Life**

| <b>Entity</b>                   | <b>Website</b> | <b>Social</b> |
|---------------------------------|----------------|---------------|
| Ministry of Culture             | moc.gov.sa     | @MOCSaudi     |
| Ministry of Media               | media.gov.sa   | @Media_ksa    |
| Ministry of Islamic Affairs     | moia.gov.sa    | @Saudi_Moia   |
| Ministry of Hajj and Umrah      | haj.gov.sa     | @MoHU_En      |
| Ministry of Sport               | mos.gov.sa     | @mosgovsa     |
| Ministry of Tourism             | mt.gov.sa      | @Saudi_MT     |
| General Entertainment Authority | gea.gov.sa     | @GEA_SA       |

### **Financial, Regulatory and Market Authorities**

| <b>Entity</b>                             | <b>Website</b>   | <b>Social</b>   |
|---|------------------|-----------------|
| Saudi Central Bank (SAMA)                 | sama.gov.sa      | @SAMA_GOV       |
| Capital Market Authority                  | cma.org.sa       | @CMA_KSA        |
| Zakat, Tax and Customs Authority          | zatca.gov.sa     | @Zatca_sa       |
| Saudi Exchange (Tadawul)                  | saudiexchange.sa | @SaudiExchange  |
| Saudi Authority for Intellectual Property | saip.gov.sa      | @SAIPKSA        |
| General Authority for Competition         | gac.gov.sa       | @CompetitionKSA |

### **Economic Development and Competitiveness**

| <b>Entity</b>  | <b>Website</b>  | <b>Social</b> |
|--|-----------------|---------------|
| General Authority for Small and Medium Enterprises (Monsha'at) | monshaat.gov.sa | @MonshaatSA   |
| National Competitiveness Center                                | ncc.gov.sa      | @KSANCC       |

|                              |                   |                  |
|------------------------------|-------------------|------------------|
| National Development Fund    | ndf.gov.sa        | @NDFSaudi        |
| Public Investment Fund (PIF) | pif.gov.sa        | @PIF_en          |
| Vision 2030                  | vision2030.gov.sa | @SaudiVision2030 |
| Quality of Life Program      |                   | @QOL_2030        |

### Royal Commissions and Giga-Projects

| Entity                                | Website          | Social        |
|---------------------------------------|------------------|---------------|
| Royal Commission for Riyadh City      | rcrc.gov.sa      | @RCRCSA       |
| Royal Commission for AlUla            | rcu.gov.sa       | @RCU_SA       |
| Royal Commission for Jubail and Yanbu | rcjy.gov.sa      | @RCJY_SA      |
| NEOM                                  | neom.com         | @NEOM         |
| Red Sea Global                        | redseaglobal.com | @RedSeaGlobal |
| Diriyah Company                       | diriyah.sa       | @DiriyahCo    |
| Qiddiya                               | qiddiya.com      | @Qiddiya      |

### Tourism, Heritage and Cultural Promotion

| Entity                             | Website             | Social           |
|------------------------------------|---------------------|------------------|
| Saudi Tourism Authority            | visitsaudi.com      | @VisitSaudi      |
| Saudi Red Sea Authority            | srsa.gov.sa         | @SaudiRedSea     |
| Heritage Commission                | heritage.moc.gov.sa | @MOCHeritage     |
| Film Commission                    | film.moc.gov.sa     | @FilmMOC         |
| Culinary Arts Commission           | culinary.moc.gov.sa | @CulinaryMOC     |
| Architecture and Design Commission | adc.moc.gov.sa      | @MOCArchitecture |

### Technology, Data and Future Economy

| Entity                              | Website      | Social    |
|-------------------------------------|--------------|-----------|
| Saudi Data and AI Authority (SDAIA) | sdaia.gov.sa | @SDAIA_SA |

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|  |                          |                         |
|--|--------------------------|-------------------------|
| National Cybersecurity Authority                                   | nca.gov.sa               | @NCA_KSA                |
| Saudi Space Agency Communications, Space and Technology Commission | ssa.gov.sa<br>cst.gov.sa | @saudispace<br>@CST_KSA |

### Energy, Industry and Sustainability

| Entity   | Website       | Social      |
|--|---------------|-------------|
| Saudi Energy Efficiency Center                                     | seec.gov.sa   | @SEEC_KSA   |
| King Abdullah City for Atomic and Renewable Energy (KACARE)        | kacare.gov.sa | @KACARE_KSA |
| Saudi Authority for Industrial Cities and Technology Zones (MODON) | modon.gov.sa  | @modon_ksa  |

### Transport and Logistics Infrastructure

| Entity                         | Website       | Social           |
|--------------------------------|---------------|------------------|
| Saudi Ports Authority (MAWANI) | mawani.gov.sa | @MawaniKSA       |
| Saudi Railway Company          | sar.com.sa    | @SARSaudiRailway |

### Governance, Oversight and Human Rights

| Entity   | Website                       | Social                             |
|--|-------------------------------|------------------------------------|
| Shura Council Oversight and Anti-Corruption Authority (Nazaha) | shura.gov.sa<br>nazaha.gov.sa | @ShuraCouncil_SA<br>@nazaha_gov_sa |
| General Court of Audit   | gca.gov.sa                    | @GCA_KSA                           |
| Human Rights Commission  | hrc.gov.sa                    | @HRCSaudi                          |
| Center for Government Communication                            | cgc.gov.sa                    | @CGCSaudi                          |

|   |             |           |
|---|-------------|-----------|
| Center for International<br>Communication                 |             | @CICSaudi |
| National Center for<br>Performance<br>Measurement (Aadaa) | adaa.gov.sa | @adaa_gov |

### Strategic National Companies

| Entity                                 | Website       | Social             |
|--|---------------|--------------------|
| Saudi Aramco                           | aramco.com    | @Saudi_Aramco      |
| SABIC                                  | sabic.com     | @SABIC             |
| Ma'aden                                | maaden.com.sa | @MaadenKSA         |
| ACWA Power                             | acwapower.com | @ACWAPower         |
| Saudi Electricity<br>Company           | se.com.sa     | @Saudi_Electricity |
| Saudi<br>Telecommunications<br>Company | stc.com.sa    | @stc_ksa           |
| Riyadh Air                             | riyadhair.com | @RiyadhAir         |
| Saudi Arabian Airlines<br>(Saudia)     | saudia.com    | @SaudiAirlines     |

### Science, Research and Innovation

| Entity   | Website      | Social      |
|--|--------------|-------------|
| King Abdullah University<br>of Science and<br>Technology (KAUST) | kaust.edu.sa | @KAUST_News |
| King Abdulaziz City for<br>Science and Technology<br>(KACST)     | kacst.gov.sa | @KACST      |

### Media

| Entity                                   | Website               | Social         |
|--|-----------------------|----------------|
| Saudi Research and<br>Media Group (SRMG) | srmg.com              | @SRMG_HQ       |
| Arab News                                | Arabnews.com          | @arabnews      |
| Al Arabiya English                       | english.alarabiya.net | @AlArabiya_Eng |

|                         |                     |                 |
|-------------------------|---------------------|-----------------|
| Asharq Al-Awsat English | English.aawsat.com  | @aawsat_eng     |
| Asharq Business         | Bloombergmedia.com  | @AsharqBusiness |
| Saudi Gazette           | Saudigazette.com.sa | @Saudi_Gazette  |

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## Georgetown Academic Administrative Policies and Procedures

### **Grading Policy**

Grades are assigned according to the following grading scale: A (94-100), A- (90-93), B+ (87-89), B (84-86), etc. Please note:

- All late assignments will be penalized two-thirds of a letter grade (i.e., from an A to a B+) for each day or fraction of a day late.
- No student can pass this course without completing all the assignments.
- Students are responsible for retaining a copy of their assignments until they have received a letter grade.
- No student can pass the course with more than two absences.

### **Grading Criteria**

- A: Brilliant and original work; nearly publishable. Commendably clear and thoroughly analytical; comprehensively supported by, and systematically substantiated with, considerable empirical evidence.
- A-: Excellent work; powerful analysis with distinctive, well-structured argument; critical and full awareness of the literature alongside masterful use of empirical evidence to support and substantiate the arguments presented.
- B+: Very good; fine analysis with a coherent argument, most of the most important points are developed in a structured discussion; well-substantiated with clear and firm command of supporting empirical evidence.
- B: Good; sound analytical skill shown from identification and understanding of the core intellectual problem accompanied by a clear discussion of the subject substantiated with some (albeit, perhaps insufficient) empirical evidence. However, there are lapses in argumentation, research, or other important characteristics.
- B-: Satisfactory; Basic analytical skills apparent from identification of the intellectual problem and an insufficiently developed discussion of it. Poorly structured with inadequate empirical evidence provided.
- C: Below average. Little analysis and an insufficiently developed argument. Some, albeit cursory, knowledge of the main intellectual problem; some key empirical points may have been identified and touched on, but are anemically developed. No detailed familiarity with the literature evident. Weak analysis and incoherent argument, bare evidence of ability to identify intellectual problem, little use of empirical evidence and minimal knowledge of literature.
- F: Totally unsatisfactory, absence of argument, analysis; little if any reference to, or knowledge of, the literature.

SSP encourages students to take advantage of Georgetown's Writing Center, which is located on the second floor of Lauinger Library (<https://library.georgetown.edu/writing-center>) or SSP's writing

fellows. Students are encouraged to seek assistance from the Writing Center or the SSP writing fellows.

**Class Attendance:** SSP policy states that students may not miss class except in extraordinary circumstances, such as illness or family emergency. Students are advised in the SSP Student Handbook to request approval from the instructor as soon as possible in advance of an absence. In the event that a student is absent from any classes in a given course, instructors may:

- Reduce the final letter grade to reflect the absence(s);
- Require additional course assignments before assigning the final grade;
- Request that a student be withdrawn from the course.

Students missing three or more classes are asked to withdraw from the course. Students who expect to miss more than two classes are required to notify the Director of Graduate Studies immediately. In drastic circumstances, the program, in consultation with the course professor, may withdraw students from a course if they inexplicably miss the first class meeting or who are absent for two or more classes.

Arrival in the course later than 30 minutes into the class session will be recorded as an absence. Persistent tardiness may result in the professor deducting points from the course contribution grade or counting the cumulative lateness as an absence.

**Academic Integrity:**

- Please be certain that you understand Georgetown’s policy on academic honesty. It is available in the Graduate Bulletin: <https://grad.georgetown.edu/policies/>
- The undergraduate Honor Council pamphlet may be useful in understanding what plagiarism is, as it contains several examples. It is available at: <https://honorcouncil.georgetown.edu/>
- For additional examples, please read “What is Plagiarism?” which you can find at: <https://honorcouncil.georgetown.edu/faculty-tas/>
- Students agree that by taking this course all required papers may be subject to submission for a Textual Similarity Review to Turnitin.com or another similar service for the detection of plagiarism. All submitted papers will be added as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers in the future. For additional information on Turnitin, see: <https://honorcouncil.georgetown.edu/faculty/turnitin/>
- In addition to what is specified in Georgetown’s honor code, SSP students are prohibited from facilitating academic dishonesty. This includes sharing exam prompts, answers to exams, quizzes, or other written assignments, and posting or sharing previous assignments or exams for others’ use.

**Artificial Intelligence (AI) Tools:** Students are welcome to use artificial intelligence (AI) tools for research purposes, but please note that all work submitted for grades or other formal evaluation must be a student's own original work. Students must properly cite their sources. Unless the instructor gives express permission, the use of AI tools to write your papers or other graded assignments is not permitted. If students have any questions concerning this policy, please contact your instructor or academic advisor.

**Academic Resource Center.** If you believe you have a disability, then you should contact the Academic Resource Center ([arc@georgetown.edu](mailto:arc@georgetown.edu)) for further information. The Center is in the Leavey Center, Suite 335. The Academic Resource Center is the Campus Office Responsible for reviewing documentation provided by students with disabilities and for determining reasonable accommodations in accordance with the Americans with Disabilities Act (ADA) and University policies.

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**Title IX/Sexual Misconduct:**

Georgetown University and its faculty are committed to supporting survivors and those impacted by sexual misconduct, which includes sexual assault, sexual harassment, relationship violence, and stalking. Georgetown requires faculty members, unless otherwise designated as confidential, to report all disclosures of sexual misconduct to the University Title IX Coordinator or a Deputy Title IX Coordinator. If you disclose an incident of sexual misconduct to a professor in or outside of the classroom (with the exception of disclosures in papers), that faculty member must report the incident to the Title IX Coordinator, or Deputy Title IX Coordinator. The coordinator will, in turn, reach out to the student to provide support, resources, and the option to meet. Please note that the student is not required to meet with the Title IX coordinator. If you would prefer to speak to someone confidentially, Georgetown has fully confidential professional resources who can provide support and assistance.

These resources include:

- Health Education Services for Sexual Assault Response and Prevention: confidential email [sarp@georgetown.edu](mailto:sarp@georgetown.edu)
- Counseling and Psychiatric Services (CAPS): (202) 687-6985 or after hours, call (833) 960-3006 to reach Fonemed, a telehealth service; individuals may ask for the on-call CAPS clinician
- More information about reporting options and resources can be found on the [Sexual Misconduct Website](#).