M.P.S. in Political Management

PMGT 6401: Fundamentals of Political Management

3 Credits
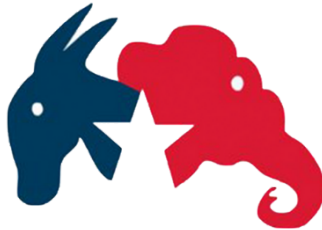
Instructor Information

Instructors

Associate Professor Dr. Michael Cornfield
Email: corn@gwu.edu

Michael Cornfield, a political scientist, is an Associate Professor of Political Management at The George Washington University Graduate School of Political Management, and Research Director for the Global Center for Political Management.

Cornfield directs the PEORIA (Public Echoes of Rhetoric in America) Project, a research initiative developing qualitative and quantitative methods to extract political intelligence from social media data. Project reports and bulletins may be found here.

Cornfield received his B.A. from Pomona College and his Ph.D. from Harvard University. Before coming to The George Washington University, he taught at the University of Virginia and the College of William and Mary. Cornfield also served as a Senior Research Consultant to the Pew Internet & American Life Project. He lives with his wife Kathryn Mimberg and son Matthew in Arlington, Virginia.
Follow him on Twitter @MBCornfield

Adjunct Professor Megan Kindelan
Email: megan.kindelan@gmail.com

Megan Kindelan is a Senior Adviser in the U.S. Census Bureau's Field Directorate. In this capacity she serves as an expert and consultant to top management, advising them on how to optimize communications with thousands of employees nationwide, media and other stakeholders about programs and data products. Kindelan has also worked for The George Washington University's Graduate School of Political Management since 2012, where she teaches courses for students obtaining their master's degrees in both Strategic Public Relations and Political Management. She graduated *summa cum laude* from the University of Florida's Honors Program with a bachelor's degree in public relations and a minor in political science and then earned her master's degree in communications from The Johns Hopkins University.

Communication
Email is the best way to reach us. We will usually respond within 24 hours. If we can't resolve a problem through e-mail, we will arrange a video meeting.

Hybrid Course Schedule
The course will meet in person from September 20-24, 2021 (Week 1), from 1 – 4:30 p.m. at X LOCATION. The course will then become asynchronous and move to Blackboard from September 27-October 24, 2021 (Weeks 2-5). **Office Hours during Weeks 2-5 will occur on Wednesdays at 8 p.m. ET via Zoom.** See the course schedule below for more information.

Course Details

Course Description and Overview

"Politics and love are the only forms of constraint possible between free people. Politics is conflict become discussion, and it sets us a humane task on a human scale."
----Bernard Crick, *In Defense of Politics.*

Many people stay away from politics. It's usually frustrating and occasionally brutal. But some politics shunners pay more attention to it than they like to admit.

As well they should. Politics affects everyone.

A few people want to do their best to make politics, and democratic politics in particular, work. That self-selected population includes you and your classmates. So welcome!

This course, and this program, will show you how to learn more about how political campaigns are organized, how campaigns connect (and fail to connect) to citizens and governments, and how you can plan your next best steps in the political world.

More formally, Fundamentals of Political Management introduces GSPM students to the field of political management: essential concepts, skills, methods, roles, and standards of conduct that political managers rely upon to advise decision-makers and carry out their own decisions.

Course Learning Objectives

As result of completing this course, students will be able to:

1. Identify structural similarities and differences among electoral, advocacy, and implementation campaign arenas, including roles played by political managers in each type of arena, and how actions and outcomes in one arena have consequences for the other arenas.

2. Explain the applicability of basic principles of political influence to strategic campaign communication.

3. Develop the capacity to recognize the strategy behind a campaign's messages, such that the messages could be enhanced or countered.

4. Critically analyze campaign messages.

Program Learning Objectives

Political Management Program Objectives
A Political Management degree prepares students to win campaigns for elective office and policy positions, and to do so in a manner that benefits democracy and society as well as their organization and clients.

In completing the degree, students will be able to:
1. Assess a political environment, develop a strategy to achieve specified goals, and execute that strategy;
2. Draw upon a repertoire of effective campaign communication skills;
3. Collect, evaluate, and incorporate empirical evidence to shape and optimize the strategy;
4. Find, engage, and motivate the right leaders, professionals, and citizens;
5. Recognize and work through recurring political dilemmas in a manner that upholds ethical standards and professional conduct.

Graduate School Expectations
Students enrolled in a graduate program should take their academic responsibilities seriously and be prepared to meet the following expectations:

1. Utilize effective time management skills so as to complete and submit their assignments on their required due dates and times.
2. Have attained a mastery of written communication skills including proper sentence structure, grammar, spelling, and word usage.
3. Understand how to properly format in-text citations and references for resources and information integrated into their written assignments.

Course Evaluation
At the end of the semester, students will be given the opportunity to evaluate the course through GW's online course evaluation system. It is very important that you take the time to complete an evaluation. Students are also encouraged to provide feedback throughout the course of the semester by contacting:

Dr. Todd Belt
Director, Political Management Program
tbelt@gwu.edu | 202-994-4363

Suzanne Farrand

Director of Academic Administration, GSPM
sfarrand@gwu.edu | 202-994-9309

Required Text and Learning Materials

Students will need to purchase the following texts for this course:

- Burton, M. J., Miller, W. J., & Shea, D. M. (2015). *Campaign craft: The strategies, tactics, and art of political campaign management: The strategies, tactics, and art of political campaign management.* ABC-CLIO.
- Vance, S. (2012). *The influence game: 50 insider tactics from the Washington DC lobbying world that will get you to yes.* John Wiley & Sons.

Additional readings will be made available on Blackboard in the appropriate week folder. See the Course Schedule below for more information.

Optional Supplemental Text and Learning Materials

Supplemental texts will be available on Blackboard.

Evaluation and Grading

This course will include the following types of assessment:

Discussions – These discussion posts will allow you to interact with your classmates and extend the class content through research and critical thought. Your robust engagement in these discussion posts is essential to these practical applications of your weekly lessons.

Assignments – The majority of your assignments will be conducted for a mock client, allowing you to showcase your understanding of the topics covered in a real-world circumstance.

Assessments will contribute toward the student's grade based on the following chart:

Assignment Category	Weight
Discussions/Participation	60%
Assignments	40%
Total	*100%*

Tentative Course Schedule

The instructor reserves the right to alter course content and/or adjust the pace to accommodate class progress. Students are responsible for keeping up with all adjustments to the course calendar. Final dates and details will be found on the Blackboard course site.

Week 1, On Campus Schedule

Day	Topic	Readings	Assignments
Monday	From Poker to Politics; Lessons of the Founders; History of Political Consulting.	The Form of the Strategy Memo (ALL) McDonald, E Pluribus Unum, Chapter Eight, "From the Many One." (GROUP A) Excerpts, "Michelle Nunn for Senate 2014." (GROUP B)	None.
Tuesday	Research Methods: Polls, Dossiers, Analogies, Grids, Windows, Maps.	A Survey Researcher's Many Decisions The Dossier The Graph The Window Case Packet: "Andria McClellan for VA Lt. Governor, 2021."	None.
Wednesday	Forms and Principles of Messaging, Narrating, and Arguing; The Powers of Storytelling; Constructing a Bio Spot Storyboard; Speech Modules and Public Speaking; Simulated Summit Briefing and Team Formation.	Story Basics The Story Arc Anatomy of a Speech Module Values and Beliefs Summit Guideline Memo	Assignment 1.1: Write a strategy memo integrating methods for a player.
Thursday	The Digital Transformation of Politics & The Rise of Big Tech; Political Management in Times of Violence; Managing Political Anger; Summit Preparation/Team Meetings.	Basics of Digital Advocacy Auditing Web Sites The Rhetoric of Numbers Valentino et al., "Election Night's Alright for Fighting: The Role of Emotion in Political Participation." (GROUP A) De Mesquita and Smith, The Dictator's Handbook, Chapter 1, "The Rules of Politics." (GROUP B)	Assignment 1.2: Write a strategy memo outlining opening positions and possible scenarios for your team.

Friday	Summit Rounds One, Two and Three.	Gutmann and Thompson, "The Case for Compromise." Summit Background Readings (GROUPS A, B, and C)	Assignment 1.3: Write an analysis of an anger-laden Twitter thread with prescriptive moves (messages) for a player.

Weeks 2-5, Online Schedule

Week	Topic	Readings	Lessons	Assignments
2	Political Strategy and Communications.	Chapters 1-6: *Campaign Craft: The Strategies, Tactics, and Art of Political Campaign Management.*	Lesson 2.1: Media 101. Lesson 2.2: Use of Heuristics and Infographics.	Assignment 2.1: Write a strategy memo outlining the next steps for your team. Discussion 2.1 Discussion 2.2 Assignment 2.2: Mock client infographic.
3	Election and Advocacy Campaigns.	Chapters 7-12: *Campaign Craft: The Strategies, Tactics, and Art of Political Campaign Management.*	Lesson 3.1: Campaign for Elective Office. Lesson 3.2: Advocacy Campaigns and Government Affairs Offices.	Discussion 3.1 Discussion 3.2 Assignment 3.1: Mock client meme and memo.
4	Political Meetings and Engagement.	Chapters 1-5: *The Influence Game.*	Lesson 4.1: The Art of Persuasion & Political Meetings. Lesson 4.2: Lobbying Decision-Makers on Policy Matters.	Discussion 4.1 Discussion 4.2 Assignment 4.1: Mock client meeting talking points.
5	What Political Professionals Do.	Chapters 6-10: *The Influence Game.*	Lesson 5.1: Politics as a Vocation. Lesson 5.2: Perils and Rewards of	Discussion 5.1 Discussion 5.2 Assignment 5.1: Mock client or

			Political Involvement.	simulation team strategy memo.

Expectations and Responsibilities

Blackboard Site

A Blackboard course site has been set up for this course. Each student is expected to check the site regularly throughout the semester to review weekly course content, view announcements, and submit assignments. Students can access the course site through GWU Blackboard.

Support for Blackboard is available at 202-994-4948 or the IT Blackboard web page.

Please note that your access to this course on Blackboard will continue for one month after the course ends. If you wish to keep any work or materials, you must download or save them before the course closes.

Technology Requirements

It is your responsibility to ensure that you have the required technology to fully participate in this course. The minimum technology requirements for learning online at GW are outlined on the Technical Requirements and Support web page.

If you have any problems with the technology in this course, you can seek technological support from GW in a variety of ways, outlined on the IT Support website.

GW is committed to providing an inclusive and welcoming environment that is accessible for everyone, including people with disabilities.

The following links provide more information about the accessibility of technologies that may be used in this course:

- Blackboard accessibility
- Microsoft Office accessibility
- Adobe accessibility
- Vimeo accessibility
- YouTube accessibility
- VoiceThread accessibility
- Zoom accessibility
- Webex accessibility

If you have any issues regarding the accessibility of the technology used in this course, please contact your instructor. You may also explore the Disability Support Services website.

Technology Expectations

Regarding technology skills, you should be able to:

- Create documents and presentation slides
- Use a webcam and microphone

- Use a digital camera or scanner
- Upload files, including recordings and images
- Be open to learning and registering for new technologies
- Be flexible when technological glitches happen (which is a given)
- Seek technological help when necessary by contacting the Division of Information Technology

If you have any problems with the technology expectations in this course, please contact your instructor.

Getting Started

Everything you need to get started in the course is contained within the Blackboard course site. You can use the menu links on the left side panel to view different components. The content for each learning unit is divided into folders—one for each week. More unit folders will unlock as weeks in the course progress.

Participation Policy

All students are expected to learn and contribute by being a positive participant in discussions, activities, presentations, and assignments. If you have an unavoidable conflict or become ill, in a way that will affect your participation in a given week, please notify your instructor immediately.

Communication & Feedback

Important announcements will be posted periodically via Blackboard's announcement feature throughout the course. The instructor will strive to reply to student questions within 24 hours and provide feedback for assignments within a week after the due date.

Grading Scale

Following is the grade scale for all CPS classes:

Grade	Range	Grade Standard
A	94-100	Your work is outstanding and ready for submission in a professional environment. Your material, effort, research, and writing demonstrate superior work.
A-	90-93	Represents solid work with minor errors. Overall, excellent work.
B+	87-89	Very good. Represents well-written material, research, and presentation, but needs some minor work.
B	83-86	Good work, but needs reworking and more effort.
B-	80-82	You've completed the assignment, but you are not meeting all of the requirements.
C+	77-79	Needs improvement in content and in effort. Shows some motivation and concern.
C	73-76	Needs reworking, improved effort, and additional research. Shows minimal motivation and concern.
C-	70-72 (lowest grade to pass)	Poor performance. Major errors, too many misspellings, problems with accuracy, etc.

F	Below 70	Unacceptable performance, or inability to submit the assignment.

Netiquette

Please observe the following rules of netiquette for communicating online:

- Remain professional, respectful, and courteous at all times.
- Remember that a real human being wrote each post and will read what you write in response. It is easy to misinterpret discussion posts. Let's give the benefit of the doubt.
- If you have a strong opinion on a topic, it is acceptable to express it as long as it is not phrased as an attack. Please be gracious with differing opinions.
- When upset, wait a day or two prior to posting. Messages posted (or emailed) in anger are often regretted later.
- Proofread and use the spell check tool when you type a post. It makes the post easier to read and helps your readers understand what you are saying.

Your instructor reserves the right to delete any post that is deemed inappropriate for the discussion forum, blog, or wiki without prior notification to the student. This includes any post containing language that is offensive, rude, profane, racist, or hateful. Posts that are seriously off-topic or serve no purpose other than to vent frustration will also be removed.

Credit Hour Policy

For this **5-week, 3-credit course** there will be an average of **20 hours** of combined direct instruction and independent learning per week. More information about GWU's credit hour policy can be found at the Office of the Provost's Policies web page (Under: Assignment of Credit Hour Policy).

University Policies & Services

Academic Integrity

Academic Integrity is an integral part of the educational process, and GW takes these matters very seriously. Violations of academic integrity occur when students fail to cite research sources properly, engage in unauthorized collaboration, falsify data, and in other ways outlined in the Code of Academic Integrity. Students accused of academic integrity violations should contact the Office of Student Rights and Responsibilities (SRR) to learn more about their rights and options in the process. Outcomes can range from failure of assignment to expulsion from the university, including a transcript notation. For more information, please refer to the Office of Academic Integrity website, email (rights@gwu.edu), or call (202-994-6757).

Copyright Statement

Unless explicitly allowed by the instructor, course materials, class discussions, and examinations are created for and expected to be used by class participants only. The recording and rebroadcasting of such material, by any means, is forbidden.

The Copyright Act (17 U.S.C. § 10) governs the rights attributed to owners of copyrighted work. Under certain circumstances, educational institutions may provide copies of copyrighted works to students. The copies may not be copied nor used for any other purpose besides private study, scholarship, or research. Users should not provide electronic copies of any materials provided on this course's

Blackboard site to unauthorized users. If a user fails to comply with Fair Use restrictions, he/she may be held liable for copyright infringement. No further transmission or electronic distribution is permitted.

Use of Electronic Course Materials and Class Recordings

Students are encouraged to use electronic course materials, including recorded class sessions, for private personal use in connection with their academic program of study. Electronic course materials and recorded class sessions should not be shared or used for non-course related purposes unless express permission has been granted by the instructor. Students who impermissibly share any electronic course materials are subject to discipline under the Student Code of Conduct. Please contact the instructor if you have questions regarding what constitutes permissible or impermissible use of electronic course materials and/or recorded class sessions. Please contact Disability Support Services if you need additional accommodations for accessing electronic course materials.

University Policy on Observance of Religious Holidays

Students must notify faculty as early as possible, but no later than three weeks prior to the absence, of their intention to be absent from class on their day(s) of religious observance. If the holiday falls in the first three weeks of class, the student must inform the faculty within the first week of the semester that they are enrolled in the course.

To the greatest extent possible, faculty must continue to extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations.

Faculty who intend to observe a religious holiday must arrange at the beginning of the semester to reschedule missed classes or to make other provisions for their course-related activities.

For the full text of the policy and calendar of religious holidays, please see the Office of the Provost's Policies web page (Religious Holidays document).

Disability Support Services (DSS)

Any student who may need an accommodation based on the potential impact of a disability should contact Disability Support Services. They can be contacted by phone at 202-994-8250 or in person at Rome Hall, 801 22nd Street, NW, Suite 102, to establish eligibility and to coordinate reasonable accommodations. For additional information visit the Disability Support Services website.

Counseling and Psychological Services

GW's Colonial Health Center offers counseling and psychological services, supporting mental health and personal development by collaborating directly with students to overcome challenges and difficulties that may interfere with academic, emotional, and personal success. For additional information call 202-994-5300 or visit the Counseling and Psychological Services website.

The Writing Center

The Writing Center is located in Gelman Library at 2130 H St NW in Suite 221 and they can be reached at 202-994-3765 or via email at gwriter@gwu.edu. You can schedule writing center appointments, both in-person or by phone, in advance. Daytime and evening hours are available. Check for this semester's hours at the writing center contact page. The Writing Center does offer Summer hours.

GWU Libraries

Off campus students have full access to all of the research resources, services, and assistance that the Library offers. The GW community has access to 500+ online subscription databases and to millions of

items, electronic and print, in the library catalog.   Off-campus students even have additional privileges because the Library will FedEx print materials to your home. For more information visit the GW Libraries homepage.

Call the Ask Us desk at 202-994-6048 or contact someone at the library to answer any questions. For questions beyond "Do you have this book/article?" and "How do I login?" use the website mentioned to make a research consultation appointment with a librarian. Librarians are there to guide students through any aspect of the research process, from selecting and narrowing a topic, crafting a research strategy to citation management.

Safety and Security

- **In an emergency**: call GWPD at 202-994-6111 or call 911
- **For situation-specific actions**: review the Emergency Response Handbook
- **In an active violence situation**: Get Out, Hide Out or Take Out
- **Stay informed**: review notification tools for staying informed during emergency and safety related situations