

The Graduate School of Political Management

THE GEORGE WASHINGTON UNIVERSITY

M.P.S. in Political Management
Summer
2018

Strategic Government Consulting
6490.11
3 Credits

Thursday, 7:10pm to 9:40pm
1776 G Street, NW, C-106
May 24

BASIC INFORMATION AND RESOURCES

Instructor 1: Mark Fedeli

Since 2011, Mark has served as a strategy consultant and trusted advisor to national security leaders about information technology, future weapons programs, insider threats, and the digital workforce. He is a passionate advocate and practitioner of inclusive decision-making processes that bring diverse personalities, data, and interests together to drive strategic change and cultural innovation. Mark currently works as Lead Associate at Booz Allen Hamilton where he is a strategic advisor to the U.S. Navy on customer experience and digital transformation.

Contact Information

Phone: 301-370-6528

Email Address: mjfedeli@gmail.com

Instructor 2: Patrick Givens

Patrick currently serves as Managing Director for Deloitte LLP. In his career, he has worked in the consulting industry and on Capitol Hill as legislative director to two Members of Congress from the State of Florida. Patrick has worked with members of Congress on many prominent issues for the accounting and auditing profession, and on local issues including affordable homeowners insurance legislation, funding for Everglades restoration, protection of small businesses from unfair lawsuits. He understands how to shepherd legislation to the President's desk and how to identify legislative and regulatory trends impacting the private sector.

Contact Information

Phone: 202-250-0217

Email Address: patrick_f_givens@yahoo.com

Communication

Please contact instructors by e-mail or text message, or, in an emergency, by phone. Instructors will respond within 24 hours to all student e-mails. If you would like to arrange a one-on-one

appointment, please e-mail instructor(s) at least 48 hours in advance and we will arrange a meeting.

Blackboard Site

A Blackboard course site has been set up for this course. Each student is expected to check the site throughout the semester, as Blackboard will be the primary venue for outside classroom communications between the instructors and the students. Students can access the course site at <https://blackboard.gwu.edu>. Support for Blackboard is available at 202-994-4948 or helpdesk.gwu.edu.

Academic Integrity

All members of the university community are expected to exhibit honesty and competence in their academic work. Students have a special responsibility to acquaint themselves with, and make use of, all proper procedures for doing research, writing papers, and taking exams. Members of the community will be presumed to be familiar with the proper academic procedures and will be held responsible for applying them. Deliberate failure to act in accordance with such procedures will be considered academic dishonesty. Academic dishonesty is defined as “cheating of any kind, including misrepresenting one’s own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information.” Acts of academic dishonesty are a legal, moral, and intellectual offense against the community and will be prosecuted through the proper university channels. The University Code of Academic Integrity can be found at <http://studentconduct.gwu.edu/code-academic-integrity>.

University Policy on Observance of Religious Holidays

- Students should notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance.
- Faculty should 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 should arrange at the beginning of the semester to reschedule missed classes or to make other provisions for their course-related activities

Support for Students Outside the Classroom

Support for Students with Disabilities 202-994-8250

GW’s Disability Support Services (DSS) provides and coordinates accommodations and other services for students with a wide variety of disabilities, as well as those temporarily disabled by injury or illness. Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at Rome Hall, Suite 102, to establish eligibility and to coordinate reasonable accommodations. Please notify your instructor if you require accommodations. Additional information is available at <https://disabilitysupport.gwu.edu/>.

Mental Health Services 202-994-5300

The University's Mental Health Services offers 24/7 assistance and referral to address students' personal, social, career, and study skills problems. Services for students include: crisis and emergency mental health consultations confidential assessment, counseling services (individual and small group), and referrals. counselingcenter.gwu.edu/

The Writing Center 202-994-3765

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. Appointments, both in-person or by phone, can be made in advance at <https://gwu.mywconline.com/>. Daytime and evening hours are available, check for this semester's hours at <https://writingcenter.gwu.edu/contact-us-0>. The Writing Center offers Summer hours.

GWU Libraries <http://library.gwu.edu/>

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. Call the Ask Us desk at 202-994-6048 or visit go.gwu.edu/ask to 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.

In the Event of an Emergency or Crisis During Class

If we experience some an emergency during class time, we will try to stay at this location until we hear that we can move about safely. If we have to leave here, we will meet at **[fill in proximate location]** in order to account for everyone and to make certain that everyone is safe. Please refer to Campus Advisories for the latest information on the University's operating status: <http://www.campusadvisories.gwu.edu/>.

Attendance Policy

Attending class is required. Should you find yourself with a scheduling conflict, please contact instructors as soon as you are aware of the issue to let us know that you will absent, otherwise, it will be considered an unexcused absence and it will negatively count against your participation grade. **Note: Three or more class absences during the semester (1/5 of the classes) will result in a failing class participation grade.**

Out-of-Class/ Independent Learning Expectation

Over the course of the semester, students will spend at least 2 hours (100 minutes) per week in class. Required reading for the class meetings and written response papers or projects are expected to take up, on average, 7 hours (350 minutes) per week. Over the course of the semester, students will spend 25 hours in instructional time and 87.5 hours preparing for class. 2. For this 16-week course, there will be 1.5 hours of direct instruction per week and at least 5.5

hours of independent learning per week (time outside of class for reading assignments, writing papers, discussion boards, preparing for exams, and so forth).

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 any of the following:

Dr. Michael Cohen
Interim Director, Political Management Program
michaeldcohen@gwu.edu | 202-994-5512

Dr. Jack Prostko
Associate Dean for Learning and Faculty Development
College of Professional Studies
jackp@gwu.edu | 202-994-3592

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

PROGRAM OBJECTIVES AND GSPM EXPECTATIONS

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 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.

GSPM prepares students for careers in the professional political world. In politics, words and deadlines matter. Excellent written communication skills are essential for success. Every word used, whether it is in a television or radio ad, direct mail piece, social media, or a press release, will be scrutinized. Similarly, deadlines are important. Election Day does not get postponed because a candidate and their campaign are not prepared. There are no “do-overs” because a direct mail piece did not arrive to its intended recipients until after the election was concluded. Students will be best positioned for success in the practical political world if they have developed and exercise excellent written communication and time management skills.

THE COURSE

Course Description and Overview

The Strategic Governance Consulting course will help students understand how government agencies are organized and funded to support national strategies set by the President and Congress. It will show how consultants work with government leaders to drive organizational change to adapt to new requirements and administrations. The course will also explore how government relations professionals engage agency officials and lawmakers to identify and shape opportunities for change. Students completing the course will possess an adaptable change management framework based in proven theories of political science, risk analysis, and strategic communications.

Course Learning Objectives

By the end of the course, the students will be able to:

1. Develop a concise and compelling problem statement in a clear leadership context. Students will learn to identify and articulate a distinct leadership problem in a way that elicits a conversation with a government leader in the Executive or Legislative branch. They will scan the environment to research the leader’s stated priorities and requirements defined by guidance documents. These requirements determine priorities for strategies, tactics, initiatives, decisions, and stakeholder engagement.
2. Align strategy and tactics and adapt over time to achieve long-term goals. Successful leaders in government work strategically and adapt continuously. They are disciplined in how they set priorities and articulate their vision. To understand strategy consulting, students will first learn how to map out National strategies that constrain and guide a government leader’s goals and activities to move their institutions forward consistently toward a clear vision.

3. Identify and communicate organizational risks before they become major issues. Every consultant must understand and articulate risks effectively to become a trusted strategic advisor. Students will be given the opportunity to develop proficiency to identify and quantify risk to a government client in verbal, written, and visual formats.
4. Continually employ and refine your core skills as an influencer and trusted advisor. This class is designed to help you become better at sizing up situations, recommending adaptive strategies, and preventing poor decisions by your clients. Influence depends upon producing high-quality deliverables that government sponsors trust enough to act upon. You will develop the tailored skill set you need to become a professional in strategic governance consulting.
5. Drive organizational change through stakeholder engagement and decision facilitation. You will be able to lead meetings and work with diverse stakeholders and navigate competing priorities to identify the decisions that need to be made to move organizational strategy forward. A key element of this skill is the ability to succinctly summarize emerging trends in security, technology, cyber, and other change drivers impacting leaders across public and private sector organizations.

Course Requirements

Student grades will be determined by the following factors:

- Research paper proposal (Week 3): Final research paper topic description and value proposition (5%)
- Mid-term exam (Week 6): In-class test on lessons 1-5 (25%)
- Team presentation (Week 9): Slide deck and in-class executive briefing (15%)
- Final research paper (Week 12): Problem and culture change opportunity (50%)
- Class participation (continuous): Activity in discussion and team presentation (5%)

Evaluation and Grading

Assignment	Description and Learning Objective(s)	Due Date	Weight
Research Proposal	Write a proposal introducing the topic for your final research paper. The proposal should address the following four questions: (1) Problem: What leadership problem will you be studying? (summarize the challenge in measurable terms); (2) Leader: What Government leader have you identified who faces this problem today? (research a specific leader—potentially for your Government Executive Briefing); (3) Hypothesis: What do you expect recommend to this leader to solve (or begin to solve) this problem?; and (4) Testing: What research data, literature, and personal interviews will help you better understand the problem and	Week 3 June 7 (Due by 5pm)	5%

	<p>validate your hypothesis? Grades will be determined based upon clarity, grammar, spelling, and organization of data. During Weeks 1-2, we will discuss the research report. Proposal should be 2-3 single-space pages (approx. 1,000 words), excluding references or appendices.</p>		
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Assignment	Description and Learning Objective(s)	Due Date	Weight
Mid-term Exam	Students will be given a written test in class on materials from weeks 1-5.	Week 6 June 28	25%
Government Executive Briefing: Team Presentation	<p>Develop and deliver a slide deck for a specific Federal agency executive or member in Congress (House or Senate) that identifies a relevant problem and recommends actions the leader can take to address the problem. This brief must include a clear problem statement, personal narratives of the problem’s human impact, cost and risk analysis to quantify the problem, and recommendations for action. The briefing must demonstrate background research on the problem and target audience (e.g., committee membership(s), speeches, voting record, etc.). Teams will consist of 3-4 students. Briefings should include the following: (1) Scope of Problem Statement, (2) Personal Framing of Problem; (3) Cost and Risk Analysis; (4) Visuals; and (5) Supporting Data. Provide no more than 10 slides. The briefing will be graded on clarity and consistency of the thought process, articulation of the problem, and effective use of analytical and supporting data. Each group will be given 30 minutes to present, with 5 minutes of Q&A. Notes with each slide and a backup section of no more than 10 additional slides can also be included.</p>	Week 9 July 26 (Delivered in class)	15%
Final Research Report	<p>This report combines the Research Proposal topic with what you learned in your Government Executive Briefing. It provides the foundation for leading a culture change effort in support of a Government client. Your report will include 6 components: (1) Problem Description and Context; (2) Hypothesis and Research Results; (3) Stakeholder Analysis; (4) Culture Change Recommendations; (5) Strategic Communications and Actions to Drive the Change (Content & Delivery Mechanisms). Each component will be worth 10 points. Grammar, spelling, voice, and</p>	Week 9 July 26 (Due by 5pm)	50%

	overall clarity will be considered. This report should be no more than 12 single-spaced typed pages (approx. 5,000 words), excluding bibliography, tables and graphs, and appendices.		
Class Participation	Attendance and class discussion.	Continuous	5%
Total			100%

Following is the grade scale for all GSPM classes:

Grade	Grading 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	Satisfactory work, but needs reworking and more effort. Note that although not a failing grade, at the graduate level, anything below a “B” is viewed as unacceptable.
B- 80-82	You’ve completed the assignment, but you are not meeting all 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.

Late Assignments

Students are expected effectively manage their time to meet assignment deadlines. All assignments are due at the start of class. For each day an assignment is late, it will be marked down one grade (e.g., from a B to a B-). An assignment that is one full week late will be counted as an "F."

Circumstances do arise that preclude a student from submitting an assignment on time. If you feel you have a legitimate reason to not complete an assignment on time, please call or text the Professors as soon as possible to discuss alternate arrangements. It is at the discretion of the Professors to grant an extension to complete an assignment.

Required Text and Learning Materials

Expect to read 50-75 pages per week. Listed below are **4 books** you will need to purchase (new or used). **ALL other readings are available on Blackboard (BB)**. The bulleted list below are recommended reading. Excerpts from many of these books will be required readings.

Books (in order of reading):

1. John Kotter, *Leading Change*, new edition, 2012. (New at Amazon for \$17; Paperback is \$12, Kindle is \$16)
2. Chris Whipple, *The Gatekeepers: How the White House Chiefs of Staff Define Every Presidency*, 2017 (New at Amazon for \$12; Paperback is \$13, Kindle is \$14)

Selected Chapters:

- “Trump Cards: The Elements of the Deal” from *The Art of the Deal*, Donald J. Trump
- “Technology, Equilibrium, and Human Consciousness” from *World Order*, Henry Kissinger
- “The Union as a Safeguard Against Domestic Faction and Insurrection” (*Federalist 10*) from *The Federalist Papers*, Alexander Hamilton, James Madison, and John Jay
- “The Dawn of the American Age” from *The Next 100 Years*, George Friedman
- “The Return of Russia” from *The Next Decade*, George Friedman
- “American Power and the Crisis of 2030” from *The Next 100 Years*, George Friedman
- “The Signal from Within” from *The Naked Future*, Patrick Tucker

Tentative Course Calendar*

Week 1 - Government Consulting 101

How do professional services firms engage federal clients to help them achieve their strategic priorities and goals?

*Readings:

- *Leading Change*, chapters 1-3
- “The Return of Russia” from *The Next Decade*, George Friedman

Week 2 - Trump’s Washington

How has Donald Trump and his Administration reshaped Washington and the structure of government?

*Readings Due:

- *The Gatekeepers*, chapters 1-2
- “Trump Cards: The Elements of the Deal” from *The Art of the Deal*, Donald J. Trump

Week 3 - Policy Foundations and Strategic Guidance

Tracing root concepts from our Nation’s founding in the Constitution into Government policies and executive guidance to implement across Federal agencies.

*Assignment Due Today – Research Proposal (submit BEFORE class, due by 5pm)

*Readings Due:

- *Leading Change*, chapters 4-6
- “The Union as a Safeguard Against Domestic Faction and Insurrection” (*Federalist 10*) from *The Federalist Papers*, Alexander Hamilton, James Madison, and John Jay

Week 4 - The Federal Budgeting and Funding Process

An overview of the mechanics of the Administration and how Congress prioritizes and funds government agencies

*Readings Due:

- *The Gatekeepers*, chapters 3-4
- “The Dawn of the American Age” from *The Next 100 Years*, George Friedman

Week 5 - The Consultant’s Toolkit: What You Need to Bring to Work Each Day

An overview of the basic presentation, writing, time management, and project leadership skills required to earn credibility and achieve strategic outcomes with Federal Agency customers.

*Readings Due:

- *Leading Change*, chapters 7-9

Week 6 - Identifying and Shaping Consulting Opportunities through the Legislative Process

Using the government relations function to engage administration officials and lawmakers to protect and create contracting opportunities

*Mid-Term Exam Today (in class, due by 5pm)

*No Readings Due

Week 7 – Digital Strategic Communications: From Public Affairs to Social Media

What external pressures impact Agency operations and decisions, and how do leaders adapt to a media environment that has shifted from controlled messaging to more chaotic social media?

*Readings Due:

- *The Gatekeepers*, chapters 5-7
- “Technology, Equilibrium, and Human Consciousness” from *World Order*, Henry Kissinger

Week 8 - Risk and Reputation: Managing the political fallout from a failed consulting project

Case Study: CGI and Healthcare.gov

*Readings Due:

- *Leading Change*, chapters 10-12

Week 9 - Risk Communication through Potential Loss Event Analysis

Another deep dive into a risk scenario, focusing on the use of Factor Analysis for Information Risk (FAIR) as a simple methodology to identify potential loss events and communicate to stakeholders about initial risk indicators before they materialize into strategic problems.

**Assignment Due Today – Government Leadership Briefing (In-Class Team Presentation)*

*No Readings Due

Week 10 - Consulting for Government Agencies in the Post-Snowden Era

How have new security requirements implemented in the wake of Edward Snowden reshaped the civil liberties practices and perception of contractors among the intelligence community?

*Readings Due:

- *The Gatekeepers*, chapters 8-9
- “American Power and the Crisis of 2030” from *The Next 100 Years*, George Friedman

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.