

The Graduate School of Political Management

THE GEORGE WASHINGTON UNIVERSITY

M.P.S. in Political Management
Fall 2021
September 27 – December 6

Course Name
PMGT 6416
3 Credits

Monday, 6:10-8:00pm
1776 G St. NW C-1101776 G St. NW, C-119

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Instructor Information

Instructor

Ivan Zapien, Esq.
Partner
Practice Area Leader, Government Relations and Public Affairs
Hogan Lovells

Ivan Zapien is well known in every facet of the government relations community in Washington, D.C. From politics and Capitol Hill to Corporate America, Ivan is well respected on both sides of the aisle. While serving as a Chief-of-Staff in both the U.S. House and Senate, Ivan built deep networks across both House and Senate Democrats. He also drove the government relations strategy and outreach for Walmart, the No. 1 company on the Fortune 500 list. Thus, Ivan brings a unique and complex perspective to client engagements.

Ivan is a bilingual lawyer, executive, advocate, and leader with international and domestic experience in government affairs management and campaigns. He advises clients on diverse strategies, capitalizing on the opportunities of the current environment, while minimizing risk.

Prior to joining the Hogan Lovells, Ivan managed Walmart's Corporate Affairs in Mexico and Central America – which included its foundation, communications, government relations, and sustainability efforts. Before moving to Mexico City, he served as the Vice President for federal government relations and head of Walmart's Washington office. These experiences resulted in international management experience in government, public relations, and corporate communications. He has vast experience as a leader in Democratic politics, having served as national outreach director of the House Democratic Caucus and as Executive Director of the Hispanic Leadership Council of the Democratic National Committee.

Ivan has been recognized as one of the "Most Influential Hispanics" by Hispanic Business and as one of the top lobbyists by Latino Magazine. He received the 2015 Alumni Achievement Award for Advocacy Efforts from the George Washington University Graduate School of Political Management. In 2019, he was awarded the Hispanic Lobbyists Association's President's Award and was recognized by The Hill as a Top Lobbyist for 2020 and 2021.

Contact Information

Phone Number: 703-963-3677
Email Address: ivanzapien@gwu.edu

Communication

Best way to reach me is to send an email and I will set an appointment for a call. You can expect that I will reply withing 24 hours.

Course Details

This course will examine Lobbying in the international context. Students should expect to leave with a practical understanding of the skillset necessary to spot opportunities, put together plans, engage clients and get results around the world.

Expectations and Responsibilities

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 [GWU Blackboard](#). 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. Support for Blackboard is available at 202-994-4948 or [IT Blackboard web page](#).

Out-of-Class/ Independent Learning Expectation

For face-to-face classes:

Over the course of the semester, students will spend approximately three hours per week in combined online class meetings (synchronous learning) and engaged in asynchronous instructional learning activities (done weekly on one's own time) over the 10 week term. In addition to these required asynchronous and synchronous activities, reading for the class meetings and written response papers or projects are expected to take up, on average, 8¼ hours per week. Over the course of the semester, students will spend 30 hours in instructional time (asynchronous and synchronous) and 82.5 hours preparing for class for a total of 112.5 hours. Hybrid and Online courses meet the total 112.5 hours of total instruction.

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." Copying information and pasting it into a paper without a quotation and citation is an act of plagiarism. Acts of academic dishonesty are a legal, moral, and intellectual offense against the community and will be prosecuted through the proper university

channels. For the first offense, the student will receive an “F” for the assignment and formal charges will be filed with the Office of Academic Integrity. For the second offense, charges will again be filed and the student will receive an “F” for the final course grade. Penalties for academic dishonesty are not negotiable. You will not be offered a “do-over” or resubmission. The University Code of Academic Integrity can be found at <http://studentconduct.gwu.edu/code-academic-integrity>

Attendance Policy

My intention for this course is to make this interactive and lively, and as such I strongly encourage attendance. If you can't make it, please connect with me in advance. Unexcused absences will affect your grade.

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.

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).

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 (delete all not needed):

- [Blackboard accessibility](#)
- [Zoom 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 (see above).

Technology Expectations

Regarding technology skills, you should be able to (delete all not needed):

- 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.

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.

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.

Support for Students with Disabilities

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. Accommodations are available through DSS to facilitate academic access for students with disabilities. Please notify your instructor if you require accommodations. Additional information is available at <https://disabilitysupport.gwu.edu/>.

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](#).

Title IX: Confidentiality and Responsible Employee Statement

The George Washington University (GWU) and its faculty are committed to helping create a safe and open learning environment for all students. If you (or someone you know) have experienced any form of sexual misconduct, including sexual assault, dating or domestic violence, or stalking, know that help and support are available. GWU strongly encourages all members of the community to take action, seek support and report incidents of sexual misconduct to the Title IX Office. Please be aware that under Title IX of the Education Amendments of 1972, faculty members are required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Mental Health Services through Colonial Health (counselors are available 24/7 at 202-994-5300 or you can make an appointment to see a counselor in person.). For more information about reporting options and resources at GWU and the community, please visit <https://haven.gwu.edu/>.

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 offers 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](#)

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

THE COURSE

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.

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.

Course Description and Overview

The course will examine the role of political culture, norms, and global currents in developing advocacy strategies in the international context. Throughout the semester, students can expect to learn the necessary elements that go into an advocacy plan in the international environment by learning from practitioners, building a plan, and pitching one to actual clients. Students will learn to:

1. Spot opportunities
2. Develop an advocacy plan in the international arena
3. Pitch it to potential clients
4. Build the right teams in the international arena
5. Manage the process of advocacy in the international arena

Course Requirements

Students are expected to contribute to class discussions and are expected to stay up on current events in order to be prepared each class to discuss a business opportunity spotted in the process.

Evaluation and Grading

Assignment	Learning Objective(s) Addressed [#]	Due Date	Weight
Class participation	Throughout the semester, students will be required to be prepared and engage in discussions during class		10%
Opportunity spotting exercises – these will be given orally at the beginning of every class.	Throughout the semester, students will be asked to follow the news and spot potential business opportunities. During the beginning of every class, each student will be required to report an opportunity they have uncovered		10%
Campaign plan outline	Based on students own research on global current events, they will identify a potential client and outline an idea for a pitch to colleagues		15%
Compliance memorandum	Students will be required to write a memorandum to a potential client on advocacy compliance to accompany their campaign pitch		15%
Campaign plan first draft	Based on the outline and feedback from colleagues, students will deliver a first draft of their campaign		15%
Campaign Plan Final	Students final campaign pitch		15%
Oral Pitch to potential client	Students will deliver oral pitches to a panel of real clients		10%
Attendance and blackboard discussion			10%
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 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.

*Please note that you may be penalized for late submission of assignment(s).

Required Text and Learning Materials

Students will be given reading materials and videos to help prepare for each class.

Tentative Course Calendar*

*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.

Class Date – September 27th

Week 1 -- Introduction to lobbying in the international context

Topic and Content Covered: In this class we will discuss the objectives of the course and some rules that I have established on how to approach advocacy in the international context.

Learning Objective(s) Addressed:

- Introductions
- Review of The Semester ahead
- Lobbying around the world 101

Reading Due Today: None

Assignment(s) Due Today: None

Class Date – October 4th

Week 2 -- The essential elements of a campaign plan

Topic and Content Covered: In this class students will learn the basic elements of a an advocacy campaign with an international focus.

Learning Objective(s) Addressed:

- Elements of a campaign
- Budgeting
- Measuring success
- Presenting your plan

Reading Due Today: TBA

Assignment(s) Due Today: None

Every student will have their 1st issue spotting based on current events orally

Class Date – October 11th

Week 3 -- The rules of the road: compliance

Topic and Content Covered: In this class, we will discuss the various legal frameworks that need to be front and center to working around the Globe. Topics will include: Foreign Registration Act (FARA), Foreign Corrupt Practices Act (FCPA), US Sanctions, and the various laws around the world.

Learning Objective(s) Addressed:

- Understanding the basics of the various legal frameworks that apply to International Lobbying

Reading Due Today:

<https://www.nytimes.com/2018/08/12/us/politics/manafort-trump-trial.html>

<https://www.nytimes.com/2019/01/17/us/politics/skadden-arps-ukraine-lobbying-settlement.html>

<https://www.forbes.com/sites/howardsklar/2012/09/21/a-shell-game-when-reality-meets-bribery/?sh=d7772b240d31>

<https://www.natlawreview.com/article/lobbying-and-fara-reform>

Assignment(s) Due Today: Campaign Plan Outline Draft

Every student will orally present to the class an opportunity spotted based on current events

Class Date – October 18th

Week 4 -- Representing business interest around the world

Topic and Content Covered: In this class, we will learn how various companies and business interests go about advocating for themselves around the globe. We will have a guest speaker who is a practitioner of this craft.

Learning Objective(s) Addressed:

- The various ways in which companies advocate around the globe

Reading Due Today:

<https://www.theguardian.com/food/2020/aug/06/mexico-oaxaca-sugary-drinks-junk-food-ban-children>

<https://www.governing.com/archive/gov-mexicos-new-soda-tax.html>

<https://www.politico.eu/article/europe-privacy-rules-survived-years-of-negotiations-lobbying/>

Assignment(s) Due Today: Compliance Memorandum

Every student will orally present to the class an opportunity spotted based on current events

Class Date – October 25th

Week 5 -- Representing causes and policies around the world – the role of Think Tanks and NGO's

Topic and Content Covered: In this class we will examine the role that NGO's and Think Tanks have in shaping policy in the international arena. We will have a guest speaker that leads one of these organizations.

Learning Objective(s) Addressed:

- How think tanks and NGO's lobby internationally; some of their limitations; and how to leverage that as part of your campaign

Reading Due Today:

<https://www.nytimes.com/2014/09/07/us/politics/foreign-powers-buy-influence-at-think-tanks.html>

<https://www.eenews.net/articles/exxon-sting-ensnares-think-tanks-with-climate-credentials/>

Assignment(s) Due Today: Campaign Rough Draft

Every student will orally present to the class an opportunity spotted based on current events

Class Date – November 1st

Week 6 -- Governments and diplomacy -- how sovereigns and states go about lobbying internationally

Topic and Content Covered: In this class, students will learn how Government entities go about internationally lobbying and how to leverage this on behalf of your clients. We will have a guest speaker that has negotiated on behalf of the US in the international context.

Learning Objective(s) Addressed:

- Learn how Governments Lobby and how to leverage it

Reading Due Today:

<https://thehill.com/opinion/international/534812-how-biden-trudeau-and-amlo-can-achieve-north-americas-promise>

<https://www.economist.com/the-americas/2020/07/02/amlo-and-trump-plan-a-frenemies-get-together>

<https://www.cnn.com/2019/11/14/put-politics-aside-finalize-usmca-say-canada-mexico-us-governors.html>

Assignment(s) Due Today: Every student will orally present to the class an opportunity spotted based on current events

Class Date – November 8th

Week 7 -- Student presentations: ideas for campaigns

Topic and Content Covered: In this class, students will come prepared to discuss their idea for a campaign and an outline regarding how they will approach it. Students will receive feedback from the professor and other students.

Learning Objective(s) Addressed:

Students will engage with each other and present beginning stage ideas for international campaigns as well as thoughts on how to create a plan and pitch them to potential clients.

Reading Due Today: TBA

Assignment(s) Due Today: Campaign Plan First Draft

Class Date – November 15th

Week 8 -- Student presentations: students will present drafts of their campaign plans and receive feedback from other students and the professor

Topic and Content Covered:

Learning Objective(s) Addressed:

Reading Due Today: TBA

Assignment(s) Due Today: Campaign Plan

Class Date – November 29th

Week 9 – Student presentations: students will pitch their plan to seasoned practitioners and receive feedback. The class will include presentations from the students as well as a robust discussion with current professionals in this field.

Reading Due Today: TBA

Assignment(s) Due Today: Final pitches to panel of clients (Half the Class)

Class Date – December 6th

Week 10 -- Student presentations: students will pitch their plan to seasoned practitioners and receive feedback. The class will include presentations from the students as well as a robust discussion with current professionals in this field.

Reading Due Today: None

Assignment(s) Due Today: Final pitches to panel of clients (Other half of the class)