



M.P.S. in Political Management
Spring 2017
January 18, 2017 - April 26, 2017

Campaign Strategy
PMGT 6430
3 Credits

Wednesdays 7:10-9:30 PM
ROME 459

BASIC INFORMATION AND RESOURCES

Instructor - Mark J. Meissner

Mark Meissner leads the PCI Security Standards Council's public relations efforts. In this role, Mr. Meissner works closely with the Council's leadership team to develop communications strategies that promote the PCI Security Standards and the priority initiatives of the Council globally and with a wide range of stakeholders. Mr. Meissner brings more than two decades of experience in helping Fortune 500 companies, elected officials, trade associations and high profile individuals navigate a myriad of communications challenges in the global marketplace. Over the years Mark has worked with many high-profile clients in engaging with major news organizations such as USA Today, The Washington Post, 60 Minutes, The New York Times, The Wall Street Journal, CNN, and The Times of London.

Before joining the PCI Security Standards Council, Meissner was the Founder and President of MJM Strategies, a strategic communications consulting firm.

Meissner began his career in the world of politics. He honed his political skills working on the staffs of two fellow Hoosiers— U.S. Senator Evan Bayh (D-IN) and U.S. Representative Tim Roemer (D-IN). Meissner served as Campaign Manager for Representative Roemer's successful 1994 re-election campaign. Mark was a candidate for U.S. Congress in 2002, finishing second among a crowded field of five better known candidates for Indiana's 2nd Congressional District. His underdog campaign was hailed by the media as "relentless" and "impressive".

Contact Information

(Work direct) 781-876-6255

(Cell) 202-744-8557

Personal Email: markmeissner1@gmail.com -- **BEST WAY TO REACH ME !**

Communication

The best way to contact me is via my cell phone or personal email during the day between 8:30AM-6:00 PM. I can also be reached on my direct line at work.

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 <https://studentconduct.gwu.edu/code-academic-integrity>.

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/>.

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 the lobby of the Marvin Center 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

Attendance is strongly encouraged but not required. I would ask that you notify me in advance if you are going to be absent.

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/all of the following:

Dr. Lara Brown
Director, Political Management Program
larambrown@gwu.edu | 202-994-4545

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

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.

Course Description and Overview

This course is designed for students who are interested in seeking public office or managing a political campaign. Students will learn the framework for dealing with the challenges and conflicts that arise during the course of a political campaign. Students will be asked to choose a specific local office, which they would like to run for and then design a detailed campaign plan designed for that particular race. Most importantly, students will learn to think about campaigning for office in a more tactical and organized manner while developing the leadership skills necessary for dealing with the many roadblocks of a political campaign.

Course Learning Objectives

The overall learning objective of this class will be to prepare students for the various elements of a political campaign and how to organize the work of a campaign in order to place you or your candidate in a position to win. The primary learning objectives will be:

1. Understand the many components that go into running a successful political campaign
2. Practice real-world simulations that will be necessary to leading a political campaign
3. Write a detailed campaign plan that you can use in the real world of politics

Course Requirements

1. Participation (15%): Attendance is extremely important because the course will be interactive and elicitive in nature. Participation in class discussions is critical to student learning and to exhibit that the required reading and research is being completed. The onus at the beginning of each class will be on the instructor, but students will be expected to carry the discussion and engage each other in discussions about the assigned readings and writing assignments. Students will be expected to engage our guest speakers with questions and discussion points.

2. Simulation Leadership (15%): This course will include weekly simulations that will deal with real-life situations that could confront your campaign. You will be assigned a leadership role in some of these simulations and will be graded based upon your leadership abilities. This will include your preparation, presentation, and ability to work with other simulation participants.

3. Campaign Plan (70%): The final campaign plan will be the overall purpose of this class. The students will work each week on a different section of their campaign plan. Students will be asked to select and research a particular political office within the first two weeks of the class. Once each student has selected a specific political office they will spend the remainder of the semester writing a campaign plan designed to win an election for that office.

Evaluation and Grading

Assignment	Learning Objective(s) Addressed	Due Date	Weight
Participation	Attendance is extremely important because the course will be interactive and elicitive in nature. Participation in class discussions is critical to student learning and to exhibit that the required reading and research is being completed. The onus at the beginning of each class will be on the instructor, but students will be expected to carry the discussion and engage each other in discussions about the assigned readings and writing assignments. Students will be expected to engage our guest speakers with questions and discussion points.	Weekly	15%
Simulation Leadership	This course will include weekly simulations that will deal with real-life	Weekly	15%

	situations that could confront your campaign. You will be assigned a leadership role in some of these simulations and will be graded based upon your leadership abilities. This will include your preparation, presentation, and ability to work with other simulation participants.		
Campaign Plan	The final campaign plan will be the overall purpose of this class. The students will work each week on a different section of their campaign plan. Students will be asked to select and research a particular political office within the first two weeks of the class. Once each student has selected a specific political office they will spend the remainder of the semester writing a campaign plan designed to win an election for that office.	April 26, 2017	70%
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

Blodgett, Jeff and Lofy, Bill. Winning Your Election the Wellstone Way.

McNamara, Michael. The Political Campaign Desk Reference.

Agranoff, Craig and Tabin, Herbert. Socially Elected: How To Win Elections Using Social Media

Shaw, Catherine. The Campaign Manager

Faucheux, Ronald. Winning Elections.

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.

Week 1: The Campaign

Understanding the magnitude of a political campaign and all the aspects of what it takes to launch a successful effort. We will begin with the decision to seek public office, understanding the filing requirements, researching the statistical voting history of the office you will be seeking, identifying key allies to support your campaign, establishment of a campaign committee, district geography and demography, campaign theme and strategy. We will talk about all the “little details” that must be addressed before a campaign can begin. Launching a campaign is critical to creating the perception that you are a credible and viable candidate.

DUE NEXT WEEK: Identify a political office that you would be interested in seeking yourself. Write why you are interested in seeking that office, research the filing requirements (what will it take for you to get your name on the ballot), identify the requirements to create a campaign committee in order to begin raising money, identify who would be on your campaign committee, district geography (a detailed map) and demography, the election statistics from the past three elections for that particular office, and your overall campaign theme and strategy. Be realistic in the campaign that you choose. Remember this will be the basis for your campaign plan over the course of the semester and will be the framework for your first race for public office so be thoughtful in your selection.

READ: **Chapters 1 & 2 The Political Campaign Desk Reference pp.1-32**
Chapters 1 & 2 Winning Your Election the Wellstone Way pp.1-34
Chapter 9: The Campaign Manager pp. 261-308

Week 2: The Stump Speech

Too many candidates put together all the elements of their campaign without giving enough thought to articulating why they are running for office. What a candidate has to say and how they present themselves is critical to gathering support. Campaign contributors, party officials, media, and the voters will make decisions about you and your candidacy based upon what they see and hear. This means that your announcement speech and stump speech must be sharp. Your stump speech should be broad enough to be flexible with different audiences. We will talk about the different ways to present yourself to targeted audiences.

DUE NEXT WEEK: In class role-play. Write and be prepared to present a 5-10 minute stump speech. This should be your standard speech that you would give at your announcement or before a local civic

group. This speech should lay out your basis for running and be a flexible speech that can easily be tweaked for different target audiences/constituencies.

READ: Chapters 83,84 & 85. Winning Elections pp.434-440

Chapter 3 Winning Your Election the Wellstone Way pp.35-60

Week 3 - Social Media Plan

Lesson: Social media has become a very big part of every day life. It is especially important with regards to elections. According to a Pew study in March 2011, more than half of Internet users went online to engage in some type of campaign related activities. Those activities include everything from viewing a campaign video, sharing or discussing an issue, or fact-checking a political claim. A smart and savvy social media plan can help spread information to supporters, raise money, sway independent voters, and create a sense of momentum for your campaign. Social media has become the great equalizer in American politics. It can help you overcome an incumbents many built-in advantages and can empower you to reach a broader audience quicker then ever before. Make your social media plan a campaign priority!

ASSIGNMENT: Write a social media plan for your campaign.

Reading

Socially Elected. Agranoff, Craig and Tabin Herbert. Chapters 3, 4 and 6.

Week 4: Campaign Budget & Strategic Plan

Your campaign must have a budget before you begin your fundraising strategy. The budget should include all the possible expenses that your campaign will encounter. Remember: Campaigns that do not plan appropriately end up in debt!! We will discuss how much you should budget for media, direct mail, campaign headquarters, staff, website, etc.

DUE NEXT WEEK: In class role-play. Your campaign will be placed in the situation of having to convince a local party chairman that you should be the party-endorsed candidate or the office you are seeking. Prepare for that meeting.

Write a realistic budget for the campaign you have chosen. Be sure to include consultant's fees and include money for "unexpected" expenses, which will almost always occur during a campaign.

READ: Chapter 4 The Political Campaign Desk Reference pp.53-64

Chapter 9 Winning Your Election the Wellstone Way pp.165-196

The Campaign Manager pp. 93-97

Week 5: Fundraising & Endorsements

Raising money is unfortunately the most important aspect of your campaign. Money will drive your campaign strategy, determine how the media perceives your candidacy, and will influence your ability to gather key endorsements. We will discuss various fundraising strategies including telephone fundraising, fundraising events, PAC fundraising, and the increased role of raising money on-line. We will highlight the importance of raising early money, which is often the “make or break” period of your campaign.

DUE NEXT WEEK: In class role-play. You will be asked to make a fundraising pitch to a potential donor to your campaign. Come prepared for that meeting.

Write a fundraising plan for your campaign. This should include estimating how much money you will need to win, identifying potential contributors, your fundraising strategy, and your “fundraising kits”. Also include in your fundraising plans a “call script” which is the script you would use to solicit a large donor via a telephone call.

READ:

Chapter 5	The Political Campaign Desk Reference pp.65-71
Chapter 9	Winning Your Election the Wellstone Way pp.165-196
Chapter 5	The Campaign Manager pp. 91-144
Part IV Fundraising.	Winning Elections. pp. 248-304

Week 6: Polling, Contrasting Issues, and Opposition Research

Measuring public opinion, identifying key issues, and know your opponents strengths and weaknesses are the areas that will define your campaign strategy. We will highlight the importance of each area and talk about the need to approach each subject in a strategic and thoughtful way in order to give your campaign the best opportunity to win.

DUE NEXT WEEK: In class role-play. Your campaign will be approached by an elected official within your political party and asked to get out of the race due to some recent poll numbers that were published in the newspaper showing your campaign trailing in the polls. Be prepared for this meeting.

Write the polling, issues and opposition research plan for your campaign

READ Chapter 10 Winning Your Election the Wellstone Way pp.197-212
Part III – Polling and Survey Research. Winning Elections. pp. 154-195
Part IV – Opposition Research. Winning Elections. pp. 199-221.

Week 7: Targeting

Identifying and targeting your voters is the difference between winning and losing. We will study how to target your strongest supporters for GOTV efforts, as well as target swing voters for your media/grassroots campaign. Strategic targeting will drive not only how resources are spent, but will command your campaign's greatest asset: the candidate's time.

DUE NEXT WEEK: In class role-play. Your campaign will be placed in the situation of having to fire a staff member whose father is politically important. Be prepared for both the meeting to fire the individual staffer and the meeting with the father.

Write the targeting plan for your campaign.

READ: Chapter 4 Winning Your Election the Wellstone Way pp.61-74
Chapters 1 & 7 The Campaign Manager pp. 1-20 and pp. 165-210
Part V Targeting. Winning Elections. pp. 224-243

Week 8: Scheduling

The candidate and his/her spouse is often the campaign's greatest resource, especially in a local election where personal contact is more effective. Utilizing a candidate's time is critical to reaching voters. We will look at the most effective ideas for maximizing the campaign's greatest asset.

DUE NEXT WEEK: In class role-play. Your campaign will be placed in the situation of having to deal with a difficult spouse while assembling the weekly schedule for the candidate. Be prepared to deal with this spouse while maximizing the best use of the candidates' time.

Write a list of key organizations/events in your district that you would attempt to campaign at if you were a candidate.

READ: Chapter 11 Winning Your Election the Wellstone Way pp.213-224
Winning Elections. pp. 318-324

No Class - Spring Break-

Week 9: Print and Campaign Materials

Your campaign's print and other materials will be seen by a wide range of voters and must "cut through the clutter" of all the other materials that voters will see. Your campaign logo is an important component to voters identifying your candidate.

DUE NEXT WEEK: In class role-play. Your campaign paid a large sum of money for printed campaign materials. These materials were done by a local print shop run by a prominent local businessman who was named "Small Business of the Year" by the local Chamber of Commerce last year. The print shop accidentally left off the union label on some of the printed materials and is now being difficult in rectifying this problem. They want your campaign to pay to fix the problem. Be prepared for this meeting.

Create your campaign logo and draft design for a flyer.

READ: Chapter 6 The Political Campaign Desk Reference pp.75-82
Appendix I: The Political Campaign Desk Reference
Chapters 3&6 The Campaign Manager pp. 37-74 and pp. 145-163
Part X Print Materials and Ads Winning Elections. pp. 416-430

Week 10: Direct Mail

Targeting your message to the right audience is critical to the success of local campaigns. Direct mail is a great way to accomplish communicating with the right audiences "under the radar screen". We will look at and explore successful direct mail techniques.

DUE NEXT WEEK: In class role-play. A supportive organization sent a direct mail piece that made controversial claims about your opponent and was designed in poor taste. Your opponent called a press conference and blasted you and this organization and has called on you to issue an apology. Be prepared for a rebuttal press conference on this subject.

Write a direct mail plan for your campaign.

READ: Chapter 7 The Political Campaign Desk Reference pp.85-99
Chapter 6 Winning Your Election the Wellstone Way pp.117-125

Part VIII – Direct Mail Winning Elections. pp. 340-359

Week 11: Phone Banks

Targeted phone banks are an extremely effective way to communicate with individual voters and identify supporters for the GOTV effort. Phones can also be used to communicate with swing voters to bring them to your side. We will look at various strategies for utilizing your phone bank to its' fullest potential. Since phone banking is sometimes controversial we will also discuss the ethics of "push polling"

DUE NEXT WEEK: In class role-play. A long time volunteer has run the party phone bank operation for 25 years. They are totally out of touch with modern day phone bank operations and are still working off a program they set up in 1990. Your campaign will be running a different, more modern phone bank operation and you have the task of telling this long-time party worker that they will not be running the phone bank this year. This long time volunteer is the Treasurer of the party in the largest county in which you are running and is a supporter of your campaign. Be prepared for this meeting.

Write a phone bank plan for your campaign, including a call guide for strong supporters and call guide for swing voters.

READ: Chapter 7 The Political Campaign Desk Reference pp.102-106

Part XIV Telephone Contact Winning Elections. pp. 543-570

Week 12: TV & Radio

Television and radio is the most effective way to communicate with large numbers of voters and raise your name identification. It is also extremely expensive. We will explore the multitude of ways you can communicate with voters via the airwaves, including targeting cable television audiences. We will look at some effective political ads and discuss what made them effective.

DUE NEXT WEEK: Write the television/radio campaign strategy for your campaign.

READ: Chapter 8 The Campaign Manager pp. 211-259

Part IX Television and Radio Advertising & Production. Winning Elections. pp. 363-412

Week 13: Dealing with the Media

Dealing with the media is one of the most fundamental parts of seeking public office. Giving interviews, conducting press conferences, visiting editorial boards is critical to the success or failure of any campaign. We will discuss how best to approach dealing with the media.

DUE NEXT WEEK: In class role-play. Your campaign will conduct an editorial board interview with the most influential newspaper in your district seeking their important endorsement. Be prepared of that editorial board interview.

Write the campaign earned media plan. Include the comprehensive list of media in your district, issue ideas for press conferences, and influential newspapers whose endorsement you will seek.

READ Chapter 8 Winning Your Election the Wellstone Way pp.137-164

 The Campaign Manager pp. 220-222

 Part XII Dealing with the News Media Winning Elections. pp. 470-506

Week 14: Grassroots & GOTV

Most local campaigns are won at the grassroots level. Door-to-door, yard sign blitzes, candidate walks, and other creative grassroots ideas can maximize your direct contact with voters and create a positive perception of your candidacy. We will look at successful grassroots campaigns in the past and explore new creative ideas. We will also review the key elements of a successful Get-Out-The-Vote (GOTV) effort and discuss the importance of developing a strategic plan for early voting GOTV initiatives.

DUE NEXT WEEK: In class role-play – work the room.

Write a grassroots plan for your campaign.

READ: Chapters 8 The Political Campaign Desk Reference pp.121-136

 Chapter 5 Winning Your Election the Wellstone Way pp.75-116

 Part XII Grassroots Campaigning and Volunteer Recruitment
 Winning Elections. pp. 512-538

FINAL CAMPAIGN PLANS ARE DUE: Thursday, April 26, 2017

Copyright Statement

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