

# The Graduate School of Political Management

THE GEORGE WASHINGTON UNIVERSITY

**M.P.S. in Political Management**  
Spring Semester  
January 16, 2018 – April 30, 2018

**Course Name: Lobbying**  
**Course Number: PMGT 6414**  
**Credits: 3.00**

Wednesdays: 7:10 pm – 9:40 pm  
1776 G Street, N.W.

## **BASIC INFORMATION AND RESOURCES**

### **Instructor**

Julius W. Hobson, Jr., Adjunct Professor & Senior Policy Advisor, Polsinelli PC

### **Contact Information**

Phone Number: (202) 626-8354 (o); (202) 364-8866 (h).

Email Address: [Julius.hobson@verizon.net](mailto:Julius.hobson@verizon.net)

### **Communication**

Office Hours: By appointment.

### **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](http://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://www.gwu.edu/~ntegrity/code.html>.*

### **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 me if you require accommodations. Additional information is available at [www.gwu.edu/~dss](http://www.gwu.edu/~dss).

### **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 in front of Lisner Auditorium 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 will be taken the first two weeks as a means of verifying registered students. Thereafter no attendance will be taken. If a student is absent from class, she/he will be responsible for acquiring missed material from fellow classmates.

### **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](mailto:larambrown@gwu.edu) | 202-994-4545

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

Suzanne Farrand  
Director of Academic Administration, GSPM  
[sfarrand@gwu.edu](mailto:sfarrand@gwu.edu) | 202-994-9309

## **THE COURSE**

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### **Political Management Program Objectives**

1. Assess a political environment, develop a strategy to achieve specified goals within that environment, and act to carry out that strategy through a campaign.
2. Draw upon a repertoire of effective campaign communication skills.
3. Collect, evaluate, and incorporate empirical evidence to shape and optimize a campaign.

4. Find, engage, and motivate the right people – leaders, professional colleagues, and citizens – to join and contribute to a campaign.
5. Address the recurring dilemmas of political life in a manner that upholds ethical standards as they practice the profession.

### **Course Description and Overview**

Survey of and training for lobbying in the U.S. federal system. Students design a detailed lobbying plan for implementation and practice a variety of influence techniques, including those associated with digital media and communications technologies. The course also covers legal compliance, organizational and public accountability, professional standards and practices. The goal is to equip students with the knowledge and skills necessary to successfully impact the federal policymaking process; how lobbying and organized advocacy fit into the American political process and the development and implementation of advocacy strategies; lobbying by business, labor, public interest groups, and other nonprofit organizations; and, lobbying within and among the Legislative and Executive Branches of the Federal Government.

### **Course Learning Objectives**

1. Understand the legislative process as it relates to lobbying. Students will learn the functions and operations of the Legislative Branch of Government as it relates to lobbying. This will include the House and Senate committee structure and leadership. Students will learn how lobbyists engage in the legislative process
2. Understand how laws are implemented in the Executive Branch. Students will learn the basics of the regulatory process and how lobbyists attempt to engage in the rulemaking. Students will also learn the President's role as a lobbyist as he pursues legislative and budgetary goals and objectives. Students will learn that the President's actions directly impact the lobbying process.
3. Learn lobbying strategy and tactics. Successful lobbyists must develop strategy and tactics in order to succeed on behalf of their employers/clients. Students will learn, through development of Talking Points, Oral Lobbying Presentation, and Strategy Memorandum, how to successfully engage the policymakers.
4. Campaign finance and elections have a significant impact on the policymaking process. Students will learn how the political process impacts the public policy process.

### **Course Requirements**

- Each student is required to produce a one-page fact sheet (also known as "Talking Points"). The topic must be selected and approved by **January 31**. Grammar and spelling will affect the paper's grade. The fact sheet should include name of organization, contact information, and "ask". The fact sheet must provide necessary background information on the policy issue in question and is due **February 21**.
- Each student will prepare a five page lobbying strategy memorandum based on the same topic as the Talking Points. The memo must illustrate strategy and tactics for passing (or defeating) a bill through both Houses of Congress and conference. The memo must identify key members of the relevant House and Senate committees of jurisdiction and the leadership, and suggest ways (such as direct lobbying, grassroots, and campaign contributions) to influence those members. The purpose of the memo is to test each student's ability to think strategically in the public policy arena. Grammar and spelling will affect the paper's grade.

The paper must be double-spaced (do not triple or quadruple space between paragraphs or headings) with margins of no more than one inch, maximum 12 point font size, and no charts, graphs, lists, appendices, addenda, footnotes or endnotes. The memo **must** follow the format located at the end of this syllabus. **Failure to follow these directions will automatically result in a lower grade. The memorandum is due, via e-mail, by 9:00 pm, May 4. The highest grade papers late up to five (5) days can receive is B+. Papers more than five (5) days late can achieve a grade no higher than C+.**

- Oral participation in the classroom is required. This means the student actively participates and makes a contribution in class discussions.
- There will be a written final examination that will cover class discussion and the required reading on **May TBA**.

**Evaluation and Grading**

Assignment	Learning Objective(s) Addressed	Due Date	Weight
Talking Points			15%
Lobbying Strategy Memorandum			35%
Oral Class Participation			5%
Final Exam			45%
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.

**\* Failure to complete assigned work by the due date means the maximum possible grade on that assignment will be B+. If the memorandum is more than five (5) days late, highest possible grade will be C+.**

### **Required Text and Learning Materials**

Each student is expected to read newspapers (*Washington Post*, *New York Times*, *Wall Street Journal*, *Financial Times*, *The Hill*, *Roll Call*, *Politico*, *Bloomberg Businessweek*, *Washington Times*, *Los Angeles Times*, etc.), various news magazines (*Time*, *Newsweek*, *U.S. News & World Report*, *Weekly Standard*, *The Economist*, and *New Republic*, etc.), blog posts, and e-newsletters and web sites (*Slate Magazine*, *politicalwire.com*, *talkingpointsmemo.com*; *politico.com*; *drudgereport.com*) throughout the semester. The books required in the course are as follows:

- *Congress and Its Members*, 16<sup>th</sup> Edition, by Roger H. Davidson, Walter J. Oleszek, Frances E. Lee, & Eric Schickler, CQ/Sage Press, 2015, ISBN: 978-1-4833-888-5 (paperback).
- *Interest Groups and Lobbying: Pursuing Political Interests in America*, by Thomas T. Holyoke, Westview Press, 2014, ISBN: 978-1506369730 (paperback).
- *New Directions in Interest Group Politics*, Edited by Matt Grossman, Routledge Press, 2014, ISBN: 978-0-415-82755-3 (paperback).
- *The Business of America is Lobbying*, by Lee Drutman, Oxford University Press, 2015, ISBN: 978-0-19-021551-1 (hard cover).
- *Revolving Door Lobbying: Public Service, Private Influence, and the Unequal Representation of Interests*, by Timothy M. LaPira & Herschel F. Thomas III, University of Kansas Press, 2017, ISBN-13: 978-0700624508 (hard cover).

### **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: January 18**

Week 1

#### Topic and Content Covered:

- Overview of the course and requirements.
- Class objectives and rules.
- Introduction to Lobbying.
- The American Political System in the context of lobbying.

#### Learning Objective(s) Addressed:

- Introduction to the course.

#### Reading Due Today:

- Federalist Paper No. 10.
- Holyoke, Introduction.

- LaPira & Thomas, Chapters 1-3.

Assignment(s) Due Today:

- None.

Supplemental Reading:

- Richard D. Brown, *The Strength of a People: The Idea of an Informed Citizenry in America, 1650-1870*, Chapel Hill, 1996.
- Byron E. Shafer, *The Two Majorities and the Puzzle of Modern American Politics*, Kansas University Press, 2003.
- Barry C. Burden, editor, *Uncertainty in American Politics*, Cambridge University Press, 2003.
- Frank Newport, *Polling Matters: Why Leaders Must Listen to the Wisdom of the People*, Warner Books, 2004.
- The Annenberg Democracy Project, *A Republic Divided*, Oxford University Press, 2007.
- Iwan Morgan & Philip John Davies, *Broken Government? American Politics in the Obama Era*, Institute for the Study of the Americas, 2012.
- Charles S. Bullock III & Mark J. Rozell, *The New Politics of the Old South: An Introduction to Southern Politics*, 5<sup>th</sup> edition, Rowman & Littlefield, 2014.
- James A. Thurber & Antoine Yoshinaka, Editors, *American Gridlock: The Sources, Character, and Impact of Political Polarization*, Cambridge University Press, 2015.
- David Goldfield, *The Gifted Generation: When Government Was Good*, Bloomsbury USA, 2017.

**Class Date: January 24 (No Class)**

Week 2

**Class Date: January 31**

Week 3

Topic and Content Covered:

- Legislative Process in Congress.
- Lobbying the “Real” Legislative Process.
- Lobbying the Legislative Process—counting votes, Chairman’s Mark, Rules Committee, Floor Action, etc.

Learning Objective(s) Addressed:

- Understanding of how the legislative process actually works.
- Identifying key actors in the legislative process.
- The role of lobbyists in the legislative process.

Reading Due Today:

- Davidson et.al., Chapters 1, 2, 8, & 9.
- Holyoke, Chapter 6.
- CRS Report, “Filibusters and Cloture in the Senate”, RL30360, December 24, 2014.
- CRS Report, “Introduction to the Legislative Process in the U.S. Congress”, R42843, November 30, 2012.
- CRS Report, “House and Senate Rules of Procedure: A Comparison”, RL30945, April 16, 2008.

- CRS Report, “Overview of the Authorization-Appropriations Process, RS20371, November 26, 2012.
- CRS Report, “Senate Unanimous Consent Agreements: Potential Effects on the Amendment Process”, 98-310, August 15, 2014.

Assignment(s) Due Today:

- Topic selection and approval.

Supplemental Reading:

- U.S. House of Representatives, *How Our Laws Are Made*, July 24, 2007.
- Walter J. Oleszek, Mark J. Oleszek, Elizabeth Rybicki, & Bill Henif, Jr., *Congressional Procedures and the Policy Process*, 10<sup>th</sup> edition, CQ Press, 2015.
- Lawrence C. Dodd & Bruce I. Oppenheimer, *Congress Reconsidered*, 11<sup>th</sup> Edition, CQ Press, 2017.
- Jacob R. Straus & Matthew E. Glassman, editors, *Party and Procedure in the United States Congress*, Rowman & Littlefield, 2017.
- Wendy J. Schiller, *Partners and Rivals: Representation in U.S. Senate Delegations*, Princeton, 2000.
- Bruce I. Oppenheimer, editor, *U. S. Senate: Exceptionalism*, Ohio State University Press, 2002.
- Martin B. Gold, *Senate Procedure and Practice*, Rowman & Littlefield, 2004.
- Thad E. Hall, David T. Canon, Janet M. Box-Steffensmeier, editors, *Authorizing Policy*, Ohio State University Press, 2004.
- Lewis L. Gould, *The Most Exclusive Club: A History of the Modern United States Senate*, Basic Books, 2005.
- Gary Mucciaroni & Paul J. Quirk, *Deliberative Choices: Debating Public Policy in Congress*, University of Chicago Press, 2006.
- Robert V. Remini, *The House: The History of the House of Representatives*, Smithsonian Books & Collins, 2006.
- Paul J. Quirk & Sarah A. Binder, *The Legislative Branch*, Oxford University Press, 2005.
- Gregory J. Wawro & Eric Schickler, *Filibuster: Obstruction and Lawmaking in the U.S. Senate*, Princeton University Press, 2006.
- Steven S. Smith, Jason M. Roberts, & Ryan J. Vander Wielen, *The American Congress*, 9<sup>th</sup> edition, Cambridge University Press, 2015.
- Burdett A. Loomis, *The U.S. Senate: From Deliberation to Dysfunction*, CQ Press, 2011.
- Robert G. Kaiser, *Act of Congress: How America’s Essential Institution Works, and How It Doesn’t*, Knopf, 2013.
- Ira Shapiro, *The Last Great Senate: Courage and Statesmanship in Times of Crisis*, Public Affairs, 2012.
- Barbara Sinclair, *Unorthodox Lawmaking: New Legislative Processes in the U.S. Congress*, 5<sup>th</sup> Edition, Sage/CQ Press, 2017.
- Sean M. Theriault, *The Gingrich Senators: The Roots of Partisan Warfare in Congress*, Oxford University Press, 2013.
- Neil MacNeil & Richard A. Baker, *The American Senate: An Insider’s History*, Oxford University Press, 2013.
- James I. Wallner, *The Death of Deliberation: Partisanship and Polarization in the United States Senate*, Lexington Books, 2013.

- Steven S. Smith, *The Senate Syndrome: The Evolution of Procedural Warfare in the Modern U.S. Senate*, University of Oklahoma Press, 2014.
- James M. Curry, *Legislating in the Dark: Information and Power in the House of Representatives*, University of Chicago Press, 2015.
- Nick Littlefield & David Nexon, *Lion in the Senate: When Ted Kennedy Rallied the Democrats in a GOP Congress*, Simon & Schuster, 2015.
- Hendrik Meijer, *Arthur Vandenberg: The Man in the Middle of the American Century*, University of Chicago Press, 2017.
- Josh Chafetz, *Congress's Constitution: Legislative Authority and the Separation of Powers*, Yale University Press, 2017.

**Class Date: February 7**

Week 4

Topic and Content Covered:

- Lobbying and the Committee System in Congress
- Party Leadership in Congress

Learning Objective(s) Addressed:

- Understanding the role of committees in Congress.
- Understanding the importance of congressional party leaders and their impact on the legislative process.

Reading Due Today:

- Davidson, et. al., Chapters 6 & 7.
- Assignment(s) Due Today:
- None

Supplemental Reading:

- David C. King, *Turf Wars: How Congressional Committees Claim Jurisdiction*, Chicago University Press, 1997.
- Christine A. DeGregorio, *Networks of Champions: Leadership, Access, and Advocacy in the U.S. House of Representatives*, University of Michigan Press, 1997.
- Christopher J. Deering & Steven S. Smith, *Committees in Congress*, 3<sup>rd</sup> edition, CQ Press, 1997.
- Richard A. Baker & Roger H. Davidson, editors, *First Among Equals: Outstanding Senate Leaders of the Twentieth Century*, CQ Press, 1991.
- Roger H. Davidson, Susan Webb Hammond & Raymond W. Smock, editors, *Masters of the House: Congressional Leaders over Two Centuries*, Westview, 1998.
- Susan Webb Hammond, *Congressional Caucuses in National Policy Making*, Johns Hopkins University Press, 1998.
- Robert Singh, *The Congressional Black Caucus: Racial Politics in the U.S. Congress*, Sage, 1998.
- LaVerne McCain Gill, *African American Women in Congress: Forming And Transforming History*, Rutgers University Press, 1997.
- Robert A. Caro, *Master of the Senate: The Years of Lyndon Johnson*, Alfred A. Knopf, 2002.
- Don Oberdorfer, *Senator Mansfield: The Extraordinary Life of a Great American Statesman and Diplomat*, Smithsonian Books, 2003.



- Charles Martin, *Healing America: The Life of Senate Majority Leader William H. Frist, M.D. and the Issues That Shape Our Times*, W Publishing Group, 2004.
- Trent Lott, *Herding Cats: A Life in Politics*, Regan Books, 2005.
- Randall Strahan, *Leading Representatives: The Agency of Leaders in the Politics of the U.S. House*, Johns Hopkins, 2007.
- Vincent Bzdek, *Woman of the House: The Rise of Nancy Pelosi*, Palgrave Macmillian, 2008.
- John David Dyche, *Republican Leader: A Political Biography of Senator Mitch McConnell*, ISI Books, 2009.
- Keith M. Finley, *Delaying the Dream: Southern Senators and the Fight against Civil Rights, 1938-1965*, Louisiana State University Press, 2008.
- Matthew N. Green, *The Speaker of the House: A Study of Leadership*, Yale University Press, 2010; and *Underdog Politics: The Minority Party in the U.S. House of Representatives*, Yale University Press, 2013.
- Burdett A. Loomis, editor, *The U.S. Senate: From Deliberation to Dysfunction*, Sage/CQ Press, 2011.
- Christian R. Grose, *Congress in Black and White: Race and Representation in Washington and at Home*, Cambridge University Press, 2011.
- Thomas E. Mann & Norman J. Ornstein, *It's Even Worse Than It Looks: How the American Constitutional System Collided with the New Politics of Extremism*, Basic Books, 2012.
- Robert Draper, *Do Not Ask What Good We Do: Inside the U.S. House of Representatives*, Free Press, 2012.
- Michele L. Swers, *Women in the Club: Gender and Policy Making in the Senate*, University of Chicago Press, 2013.
- John Haskell, Marian Currinder, Sara A. Grove, *Congress in Context*, Westview Press, 2014.

**Class Date: February 14**

Week 5

Topic and Content Covered:

- President as Lobbyist & Legislator

Learning Objective(s) Addressed:

- Understanding the role of the President as a lobbyist and legislator.
- Understanding of the agencies that comprise the institutional presidency.

Reading Due Today:

- Davidson et. al., Chapter 10.
- CRS Report, “Regular Vetoes and Pocket Vetoes: An Overview”, RS22188, August 2, 2016.
- CRS Report, “Veto Override Procedure in the House and Senate”, RS22654, July 19, 2010.
- CRS Report, “Executive Orders: Issuance, Modification, and Revocation”, RS20846, April 16, 2014.
- CRS Report, “Congressional Liaison Offices of Selected Federal Agencies” (reference only), 98-446, December 6, 2016.

Assignment(s) Due Today:

- Topic Selection

Supplemental Reading:

- Mark A. Peterson, *Legislating Together: The White House and Capitol Hill From Eisenhower to Reagan*, Harvard, 1990.
- Charles O. Jones, *Separate But Equal Branches: Congress and the Presidency*, Chatham House, 1995.
- Kenneth E. Collier, *Between The Branches: The White House Office of Legislative Affairs*, University of Pittsburgh Press, 1997.
- Charles M. Cameron, *Veto Bargaining: Presidents and the Politics of Negative Power*, Cambridge, 2000.
- Bradley H. Patterson, Jr., *The White House Staff: Inside The West Wing And Beyond*, Brookings, 2000; and, *To Serve the President: Continuity and Innovation in the White House Staff*, Brookings, 2008.
- Phillip J. Cooper, *By Order of the President: The Use & Abuse of Executive Direct Action*, University of Kansas Press, 2002.
- Kenneth R. Mayer, *With The Stroke of a Pen: Executive Orders and Presidential Power*, Princeton University Press, 2001.
- Andrew Rudalevige, *Managing The President's Program: Presidential Leadership and Legislative Policy Formulation*, Princeton University Press, 2002.
- Richard S. Conley, *The Presidency, Congress and Divided Government*, Texas A&M University Press, 2003.
- Martha Joynt Kumar & Terry Sullivan, *The White House World: Transitions, Organization, and Office Operations*, Texas A&M University Press, 2003.
- Mary E. Stuckey, *Defining Americans: The Presidency and National Identity*, University Press of Kansas, 2004.
- Joel D. Aberbach & Mark A. Peterson, editors, *The Executive Branch*, Oxford University Press, 2005.
- Donald R. Kelley, editor, *Divided Power: The Presidency, Congress, and the Formation of American Foreign Policy*, University of Arkansas Press, 2005.
- Colin Campbell, Bert A. Rockman, & Andrew Rudalevige, editors, *The George W. Bush Legacy*, CQ Press, 2008.
- Martha Joynt Kumar, *Managing the President's Message: The White House Communications Operation*, Johns Hopkins University Press, 2007.
- Richard Wolffe, *Revvival: The Struggle for Survival inside the Obama White House*, Crown Publishers, 2010.
- Julian E. Zelizer, *The Presidency of George W. Bush: A First Historical Assessment*, Princeton University Press, 2010.
- Sidney M. Milkis & Michael Nelson, *The American Presidency: Origins & Development, 1776-2014*, 7<sup>th</sup> edition, Sage/CQ Press, 2015.
- Theda Skocpol & Lawrence R. Jacobs, editors, *Reaching for a New Deal: Ambitious Governance, Economic Meltdown, and Polarized Politics in Obama's First Two Years*, Russell Sage Foundation, 2011.
- Carol McNamara & Melanie M. Marlowe, *The Obama Presidency in the Constitutional Order: A First Look*, Rowman & Littlefield, 2011.

- Ron Suskind, *Confidence Men: Wall Street, Washington, and the Education of a President*, Harper, 2011.
- Theda Skocpol & Lawrence R. Jacobs, editors, *Reaching for a New Deal: Ambitious Governance, Economic Meltdown, and Polarized Politics in Obama's First Two Years*, Russell Sage Foundation, 2011.
- Mitchel A. Sollenberger & Mark J. Rozell, *The President's Czars: Undermining Congress and the Constitution*, University Press of Kansas, 2012.
- David Corn, *Showdown: The Inside Story of How Obama Fought Back Against Boehner, Cantor, and the Tea Party*, William Morrow, 2012.
- Peter Baker, *Days of Fire: Bush and Cheney in the White House*, Doubleday, 2013.
- Michael A. Genovese, Todd L. Belt & William W. Lammers, *The Presidency and Domestic Policy: Comparing Leadership Styles, FDR to Obama*, 2<sup>nd</sup> Edition, Paradigm Publishers, 2014.
- Jules Witcover, *The American Vice Presidency: From Irrelevance to Power*, Smithsonian Books, 2014.
- Chuck Todd, *The Stranger: Barack Obama in the White House*, Little Brown, 2014.
- Jon Meacham, *Destiny and Power: The American Odyssey of George Herbert Walker Bush*, Random House, 2015.
- Linda L. Fowler, *Watchdogs on the Hill: The Decline of Congressional Oversight of U.S Foreign Relations*, Princeton, 2015.
- Richard J. Ellis, *The Development of the American Presidency*, 2<sup>nd</sup> edition, Routledge, 2015.
- Matthew N. Beckmann, *Pushing the Agenda: Presidential Leadership in U.S. Lawmaking, 1953-2004*, Cambridge, 2010.
- Douglas L. Kriner & Eric Schickler, *Investigating the President: Congressional Checks in Presidential Power*, Princeton, 2016.
- Steven G. Calabresi & Christopher S. Yoo, *The Unitary Executive: Presidential Power from Washington to Bush*, Yale, 2008.
- Robert Dallek, *Franklin D. Roosevelt: A Political Life*, Viking, 2017.
- Jeffrey A. Engel, *When the World Seemed New: George H. W. Bush and the End of the Cold War*, Houghton Mifflin Harcourt, 2017.

- **Class Date: February 21**

- Week 6

Topic and Content Covered:

- Organized Interests in the United States

Learning Objective(s) Addressed:

- The role of organized interest groups in the United States.

Reading Due Today:

- Holyoke, Chapters 1, 2, & 4.

Assignment(s) Due Today:

- Talking points due.

Supplemental Reading:

- Allan J. Cigler & Burdett A. Loomis, *Interest Group Politics*, 1<sup>st</sup>--9<sup>th</sup> editions, CQ Press.
- H. R. Mahood, *Interest Group Politics in America: A New Intensity*, Prentice Hall, 1990.

- Jack L. Walker, Jr., *Mobilizing Interest Groups in America*, University of Michigan Press, 1991.
- Frank R. Baumgartner & Beth L. Leech, *Basic Interests: The Importance of Groups in Politics and in Political Science*, Princeton University Press, 1998.
- William P. Browne, *Groups Interests, and U.S. Public Policy*, Georgetown University Press, 1998.
- John C. Berg, editor, *Teamsters and Turtles? U.S. Progressive Political Movements in the 21<sup>st</sup> Century*, Rowman & Littlefield, 2003.
- Scott H. Ainsworth, *Analyzing Interest Groups: Group Influence on People and Policies*, Norton, 2002.
- Ollie A. Johnson III & Karin L. Stanford, editors, *Black Political Organizations in the Post-Civil Rights Era*, Rutgers University Press, 2002.
- Christina Walbrecht & Rodney E. Hero, *The Politics of Democratic Inclusion*, Temple University Press, 2005.
- Andrea Louise Campbell, *How Policies Make Citizens: Senior Political Activism and the American Welfare State*, Princeton University Press, 2003.
- Matt Grossman, *The Not-So-Special Interests: Interest Groups, Public Representation, and American Governance*, Stanford University Press, 2012.
- Kim Phillips-Fein & Julian E. Zelinger, editors, *What's Good for Business: Business and American Politics since World War II*, Oxford University Press, 2012.
- Hahrie Han, *How Organizations Develop Activists: Civic Associations and Leadership in the 21<sup>st</sup> Century*, Oxford University Press, 2014.
- Lillian Faderman, *The Gay Revolution: The Story of the Struggle*, Simon & Schuster, 2015.
- Richard R. John & Kim Phillips-Fein, *Capital Gains: Business and Politics in Twentieth-Century America*, Penn, 2017.
- Mark Harvey, *Celebrity Influence: Politics, Persuasion, and Issue-Based Advocacy*, University of Kansas Press, 2017.

- **Class Date: February 28**

- Week 7

Topic and Content Covered:

- Interest Groups and Lobbying

Learning Objective(s) Addressed:

- How interest groups lobbying.

Reading Due Today:

- Davidson et. al., Chapter 13.
- Holyoke, Chapters 5 & 9.
- Drutman, All.

Assignment(s) Due Today:

- None.

Supplemental Reading:

- Denton L. Watson, *Lion in the Lobby: Clarence Mitchell, Jr. 's Struggle for the Passage of Civil Rights Laws*, Morrow, 1990.

- John Mark Hansen, *Gaining Access: Congress and the Farm Lobby, 1919-1981*, Chicago, 1991.
- Taylor Branch, *Pillar of Fire: America in the King Years, 1963-65*, Simon & Schuster, 1998.
- Allen D. Hertzke, *Representing God in Washington: The Role of Religious Lobbyists in the American Polity*, Tennessee, 1988.
- Mitchell T. Maki, Harry H. L. Kitano, and S. Megan Berthold, *Achieving the Impossible Dream: How Japanese Americans Obtained Redress*, Illinois, 1999.
- Mark A. Smith, *American Business and Political Power: Public Opinion, Elections, and Democracy*, University of Chicago Press, 2000.
- Daniel J.B. Hofrenning, *In Washington But Not Of It: The Prophetic Politics of Religious Lobbyists*, 1995.
- John R. Wright, *Interest Groups & Congress: Lobbying, Contributions, and Influence*, Allyn and Bacon, 1996.
- Jeffrey M. Berry, with David F. Arons, *A Voice For Nonprofits*, Brookings Institution Press, 2003.
- Robert J. Duffy, *The Green Agenda in American Politics: New Strategies for the Twenty-First Century*, University Press of Kansas, 2003.
- Elisabeth S. Clemens, *The People's Lobby: Organizational Innovation and the Rise of Interest Group Politics in the United States, 1890-1925*, Chicago University Press, 1997.
- Otto Lerbinger, *Corporate Public Affairs: Interacting With Interest Groups, Media, and Government*, Lawrence Erlbaum Associates, Publishers, 2006.
- Matthew Continetti, *The K Street Gang: The Rise and Fall of the Republican Machine*, Doubleday, 2006.
- John J. Mearsheimer & Stephen M. Walt, *The Israel Lobby and U.S. Foreign Policy*, Farrar, Straus & Giroux, 2007.
- Willard C. Richan, *Lobbying for Social Change*, Third Edition, Haworth Press, 2006.
- Robert G. Kaiser, *So Damn Much Money: The Triumph of Lobbying and the Corrosion of American Government*, Alfred A. Knopf, 2009.
- Deirdre Martinez, *Who Speaks for Hispanics? Hispanic Interest Groups in Washington*, SUNY Press, 2009.
- Linda Hirshman, *Victory: The Triumphant Gay Revolution*, Harper, 2012.
- Kim Phillips-Fein & Julian E. Zelizer, *What's Good for Business: Business and American Politics since World War II*, Cambridge University Press, 2012.
- Peter Harry Brown & Daniel G. Abel, *Outgunned: Up Against the NRA*, Free Press, 2003.
- Benjamin C. Waterhouse, *Lobbying America: The Politics of Business From Nixon to NAFTA*, Princeton University Press, 2014.
- McGee Young, *Developing Interests: Organizational Change and the Politics of Advocacy*, University of Kansas Press, 2010.
- Dara Z. Strolovitch, *Affirmative Advocacy: Race, Class, and Gender in Interest Group Politics*, University of Chicago Press, 2007.
- Janelle Wong, S. Karthick Ramakrishnan, Taeku Lee, & Janje Junn, *Asian American Political Participation: Emerging Constituents and Their Political Identities*, Russell Sage Foundation, 2011.

- Paul A. Djupe & Christopher P. Gilbert, *The Political Influence of Churches*, Cambridge University Press, 2005.

**Class Date: March 7**

Week 8

Topic and Content Covered:

- Lobbyists & Elections
- Campaign Finance & Lobbying

Learning Objective(s) Addressed:

- Role of lobbyists in financing candidates for federal office.
- Campaign finance laws.

Reading Due Today:

- Davidson et. al., Chapters 3 & 4.
- Holyoke, Chapter 10.
- CRS Report, “Campaign Contribution Limits: Selected Questions About McCutcheon and Policy Issues for Congress, R43334, April 7, 2014.
- CRS Report, “The State of Campaign Finance Policy: Recent Developments and Issues for Congress”, R41542, June 23, 2016.

Assignment(s) Due Today:

- Talking Points due

Supplemental Reading:

- James A. Thurber, Editor, *The Battle for Congress: Consultants, Candidates, and Voters*, Brookings, 2001.
- Norman Ornstein & Thomas Mann, *The Permanent Campaign and Its Future*, AEI/Brookings, 2000.
- Colton E. Campbell & John F. Stack, Jr., *Congress and the Politics of Emerging Rights*, Rowman & Littlefield, 2002.
- Peter L. Francia, John C. Green, Paul S. Herrnson, Lynda W. Powell, & Clyde Wilcox, editors, *The Financiers of Congressional Elections: Investors, Ideologues, and Intimates*, Columbia University Press, 2003.
- Michael J. Malbin, editor, *Life After Reform: When the Bipartisan Campaign Reform Act Meets Politics*, Rowman & Littlefield, 2003.
- Robert F. Bauer, *More Soft Money, Hard Law*, 2<sup>nd</sup> edition, Perkins Cole, 2004.
- David B. Magleby & J. Quin Monson, editors, *The Last Hurrah: Soft Money and Issue Advocacy in the 2002 Congressional Elections*, Brookings Institution, 2004.
- Melvin I. Urofsky, *Money & Free Speech: Campaign Finance Reform and the Courts*, University Press of Kansas, 2005.
- Mark J. Rozell, Clyde Wilcox, & Michael M. Franz, *Interest Groups in American Campaigns: The New Face of Electioneering*, 3<sup>rd</sup> Edition, Oxford University Press, 2011.
- David C.W. Parker, *The Power of Money in Congressional Campaigns, 1880-2006*, University of Oklahoma Press, 2008.
- Richard M. Skinner, *More Than Money: Interest Group Action in Congressional Elections*, Rowman & Littlefield Publishers, 2006.

- Marian Currinder, *Money in the House: Campaign Funds and Congressional Party Politics*, Westview Press, 2009.
- Tracy Sulkin, *The Legislative Legacy of Congressional Campaigns*, Cambridge University Press, 2011.
- Paul S. Herrnson, Christopher J. Deering, & Clyde Wilcox, editors, *Interest Groups Unleashed*, CQ Press, 2012.
- Eric S. Herberlig & Bruce A. Larson, *Congressional Parties, Institutional Ambition, and the Financing of Majority Control*, University of Michigan Press, 2012.
- Michael M. Franz, *Choices and Changes: Interest Groups in the Electoral Process*, Temple University Press, 2008.

**Class Date: March 14 (No Class—Spring Break)**

**Class Date: March 21**

Week 9

Topic and Content Covered:

- Technology & Lobbying
- Regulation of Lobbying
- Lobbying and the Congressional Budget Process

Learning Objective(s) Addressed:

- History and impact of technology on lobbying.
- Regulation of lobbying.
- Congressional budget process and lobbying.

Reading Due Today:

- Davidson et. al., Chapter 14.
- Holyoke, Chapter—Conclusion.
- LaPira & Thomas, Chapter 8.
- CRS Report, “Congress and the Internet: Highlights”, RL34148, August 29, 2007.
- CRS Report, “Introduction to the Federal Budget Process”, 98-721, December 3, 2012.
- CRS Report, “Lobbying Regulations on Non-Profit Organizations, 96-809A, May 7, 2008.
- CRS Report, “Lobbying Registration and Disclosure: Before and After the Enactment of the Honest Leadership and Open Government Act of 2007”, R40245, April 22, 2011
- CRS Report, “Lobbying Registration and Disclosure: The Role of the Clerk of the House and the Secretary of the Senate”, RL34377, June 20, 2013.
- CRS Report, “The Executive Budget Process: An Overview”, R42633, July 27, 2012.
- CRS Report, “The Budget Reconciliation Process: The Senate’s ‘Byrd Rule’”, RL30862, November 22, 2016.
- CBO-“An Introduction to the Congressional Budget Office”, July 2016.

Assignment(s) Due Today:

- None.

Supplemental Reading:

- Daniel Bennett & Pam Fielding, *The Net Effect: How Cyberadvocacy is Changing the Political Landscape*, e-advocates Press, 1999.

- C. Richard Neu, Robert H. Anderson, & Tora K. Bikson, *Sending Your Government a Message: E-mail Communication Between Citizens and Government*, Rand, 1999.
- Elaine Ciulla Kamarck & Joseph S. Nye, Jr., Editors, *Governance.com: Democracy in the Information Age*, Brookings, 2002.
- Bruce Bimber, *Information and American Democracy: Technology in the Evolution of Political Power*, Cambridge University Press, 2003.
- James A. Thurber & Colton C. Campbell, *Congress and the Internet*, Prentice Hall, 2003.
- Dennis W. Johnson, *Congress Online: Bridging the Gap Between Citizens and Their Representatives*, Routledge, 2004.
- Richard Davis, *Politics Online: Blogs, Chatrooms, and Discussion Groups in American Democracy*, Routledge, 2005.
- David Karpf, *The Moveon Effect: The Unexpected Transformation of American Political Advocacy*, Oxford University Press, 2012.
- Jason Gainous & Kevin M. Wagner, *Tweeting To Power: The Social Media Revolution in American Politics*, Oxford University Press, 2014.
- Andrew Chadwick, *The Hybrid Media System: Politics and Power*, Oxford University Press, 2013.
- Walter Williams, *Honest Numbers & Democracy: Social Policy Analysis in the White House, Congress, and the Federal Agencies*, Georgetown University Press, 1998.
- Louis Fisher, *Congressional Abdication on War & Spending*, Texas A&M Press, 2000.
- Glen S. Krutz, *Hitching A Ride: Omnibus Legislating in the U.S. Congress*, Ohio State University Press, 2001.
- Barry S. Reinquist & Thomas M. Carsey, *Congress and Defense Spending: The Distributive Politics of Military Procurement*, University of Oklahoma Press, 2002.
- Irene S. Rubin, *Balancing The Federal Budget: Trimming The Herds or Eating the Seed Corn?*, Chatham House/Seven Bridges Press, 2003.
- Shelley Lynne Tomkin, *Inside OMB: Politics and Process in the President's Budget Office*, M.E. Sharpe, 1998.
- Diana Evans, *Greasing The Wheels: Using Pork Barrel Projects to Build Majority Coalitions in Congress*, Cambridge University Press, 2004.
- Scott A. Frisch & Sean Q. Kelly, *Cheese Factories on the Moon: Why Earmarks Are Good for American Democracy*, Paradigm, 2011.
- Richard Davis, *Typing Politics: The Role of Blogs in American Politics*, Oxford University Press, 2009.
- David Wessel, *Red Ink: Inside the High-Stakes Politics of the Federal Budget*, Crown Business, 2012.
- Dennis S. Ippolito, *Deficits, Debt, and the New Politics of Tax Policy*, Cambridge, 2012.
- John Hudak, *Presidential Pork: White House Influence Over The Distribution of Federal Grants*, Brookings Institution, 2014.
- John F. Cogan, *The High Cost of Good Intentions: A History of U.S. Federal Entitlement Programs*, Stanford University Press, 2017.
- Helen Margetts, Peter John, Scott Hale & Taha Yasseri, *Political Turbulence: How Social Media Shape Collective Action*, Princeton University Press, 2017.



**Class Date: March 28**

Week 10

Topic and Content Covered:

- Congressional Committee Hearing Witness Preparation
- Lobbying Senate Confirmation of Presidential Nominees
- Key U.S. Supreme Court Cases, Congress & Judicial Nominees

Learning Objective(s) Addressed:

- The role of lobbyists in Congressional hearings.
- How to prepare a witness for a hearing.

Reading Due Today:

- Davidson et. al., Chapter 12.
- Holyoke, Chapter 8.
- CRS Report, "Hearings in the U.S. Senate: A Guide for Preparation and Procedure", RL30548, December 12, 2007.
- CRS Report, "Senate Committee Hearings: Arranging Witnesses", 98-336, March 12, 2015.
- CRS Report, "Hearings in the House of Representatives: A Guide for Preparation and Procedure", RL30539, June 13, 2006.
- CRS Report, "Senate Consideration of Presidential Nominations: Committee and Floor Procedure", RL31980, March 9, 2015.
- CRS Report, "Appointment and Confirmation of Executive Branch Leadership: An Overview", R44083, June 22, 2015.

Assignment(s) Due Today:

- None.

Supplemental Reading:

- Marcia Avner, *The Lobbying and Advocacy Handbook for Nonprofit Organizations: Shaping Public Policy at the State and Local Level*, Amherst H. Wilder Foundation, 2002.
- G. Calvin Mackenzie, editor, *Innocent Until Nominated: The Breakdown of the Presidential Appointments Process*, Brookings, 2001.
- John Anthony Maltese, *The Selling of Supreme Court Nominees*, Johns Hopkins University Press, 1998.
- Norman Vieira & Leonard Gross, *Supreme Court Appointments: Judge Bork and the Politicization of Senate Confirmations*, Southern Illinois University Press, 1998.
- Michael Comiskey, *Seeking Justices: The Judging of Supreme Court Nominees*, University Press of Kansas, 2004.
- Nancy Sherer, *Scoring Points: Politicians, Activists, and the Lower Federal Court Appointment Process*, Stanford University Press, 2005.
- Patrick B. McGuigan & Dawn M. Weyrich, *Ninth Justice: The Fight for Bork*, Free Congress Research and Education Foundation, 1990.
- Richard Davis, *Electing Justice: Fixing the Supreme Court Nomination Process*, Oxford University Press, 2005.
- Henry J. Abraham, *Justices, Presidents, and Senators: A History of the U.S. Supreme Court Appointments from Washington to Bush II*, Rowman & Littlefield, 2007.
- John W. Dean, *The Rehnquist Choice*, Simon & Schuster, 2001.

- John W. Johnson, *Griswold v. Connecticut: Birth Control and the Constitutional Right of Privacy*, University Press of Kansas, 2005.
- N. E. H. Hull & Peter Charles Hoffer, *Roe v. Wade: The Abortion Rights Controversy in American History*, University Press of Kansas, 2001.
- Robert Justin Goldstein, *Flag Burning & Free Speech: The Case Texas v. Johnson*, University Press of Kansas, 2000.
- Robert M. Cottrol, Raymond T. Diamond, & Leland B. Ware, *Brown v. Board of Education*, University Press of Kansas, 2003.
- Anita Miller, editor, *The Complete Transcripts of the Clarence Thomas—Anita Hill Hearings, October 11, 12, 13, 1991*, Academy Chicago Publishers, 1994.
- Mitchel A. Sollenberger, *The President Shall Nominate: How Congress Trumps Executive Power*, University Press of Kansas, 2008.
- Mark C. Miller & Jeb Barnes, editors, *Making Policy, Making Law: An Interbranch Perspective*, Georgetown University Press, 2004.
- Amy Steigerwalt, *Battle over the Bench: Senators, Interest Groups, and Lower Court Confirmations*, University of Virginia Press, 2010.
- Paul M. Collins & Lori A. Ringhard, *Supreme Court Confirmation Hearings and Constitutional Change*, Cambridge University Press, 2015.

**Class Date: April 4**

Week 11

Topic and Content Covered:

- Grassroots Lobbying & Advocacy

Learning Objective(s) Addressed:

- Importance of grassroots activity and lobbying.

Reading Due Today:

- Davidson et. al., Chapter 5.
- Holyoke, Chapter 3.
- CRS Report, “Grassroots Lobbying: Constitutionality of Disclosure Requirements”, RL33794, February 26, 2008.
- Congressional Management Foundation, *Face-to-Face with Congress: Before, During, and After Meetings with Legislators*, November 2014.

Assignment(s) Due Today:

- None.

Supplemental Reading:

- Tom Adams, *Grass Roots: How Ordinary People Are Changing America*, Citadel Press, 1991.
- Charles R. Morris, *The AARP: America's Most Powerful Lobby and the Clash of Generations*, Times Books, 1996.
- Gaines M. Foster, *Moral Reconstruction: Christian Lobbyists and the Federal Legislation of Morality, 1865-1920*, University of North Carolina Press, 2002.
- Stuart McConnel, *Glorious Contentment: The Grand Army of the Republic, 1865-1900*, Chapel Hill, 1992.
- Sue E. S. Crawford & Laura R. Olson, editors, *Christian Clergy in American Politics*, Johns Hopkins University Press, 2001.

- Lee Staples, *Roots to Power: A Manual For Grassroots Organizing*, 2<sup>nd</sup> edition, Praeger, 2004.
- Jeffrey Stout, *Blessed Are The Organized: Grassroots Democracy in America*, Princeton University Press, 2010.
- David S. Meyer, *The Politics of Protest: Social Movements in America*, Oxford University Press, 2007.
- Francesca Polletta, *Freedom is an Endless Meeting*, University of Chicago Press, 2002.
- David S. Meyer, Valerie Jennex, Helen Ingram, *Routing The Opposition: Social Movements, Public Policy, and Democracy*, University of Minnesota Press, 2005.
- S. Laurel Weldon, *When Protest Makes Policy: How Social Movements Represent Disadvantaged Groups*, University of Michigan Press, 2011.

**Class Date: April 11**

Week 12

Topic and Content Covered:

- Regulatory Process

Learning Objective(s) Addressed:

- Understanding the policy implementation process.
- Understanding the development of government regulations.

Reading Due Today:

- CRS Report, “The Federal Rulemaking Process: An Overview”, RL32240, June 17, 2013.
- CRS Report, “Federal Rulemaking: The Role of the Office of Information and Regulatory Affairs”, RL32397, March 21, 2011.
- CRS Report, “Congressional Influence on Rulemaking and Regulation Through Appropriations Restrictions”, RL34354, August 5, 2008.
- CRS Report, “Electronic Rulemaking in the Federal Government”, RL34210, May 16, 2008.
- Counting Regulations: An Overview of Rulemaking Types of Federal Regulations and Pages in the *Federal Register* 10-4-16

Assignment(s) Due Today:

- None.

Supplemental Reading:

- Cary Coglianese, *Regulatory Breakdown: The Crisis of Confidence in U.S. Regulation*, University of Pennsylvania Press, 2012.
- CRS Report, “A Brief Overview of Rulemaking and Judicial Review”, R41546, January 4, 2011.
- Philip Hamburger, *Is Administrative Law Unlawful?*, University of Chicago Press, 2014.
- *Rulemaking: How Government Agencies Write Law and Make Policy*, 4<sup>th</sup> Edition, by Cornelius M. Kerwin & Scott R. Furlong, CQ/Sage Press, 2011.

**Class Date: April 18**

Week 13

Topic and Content Covered:

- Lobbying the Executive Branch

- Lobbying the Regulatory Process

Learning Objective(s) Addressed:

- Lobbying the executive branch.

Reading Due Today:

- Davidson et. al., Chapter 11.
- Holyoke, Chapter 7.
- CRS Report “Lobbying the Executive Branch: Current Practices and Options for Change”, R40947, October 31, 2011.
- CRS Report, “Midnight Rulemaking”, R42612, July 18, 2012.

Assignment(s) Due Today:

- None.

Supplemental Reading:

- Daniel Carpenter & David A. Moss, *Preventing Regulatory Capture: Special Interest Influence and How to Limit It*, Cambridge University Press, 2014.
- Mordecai Lee, *Congress vs. the Bureaucracy: Muzzling Agency Public Relations*, University of Oklahoma Press, 2011.

**Class Date: April 25**

Week 14

Topic and Content Covered:

- Day in the Life of a Lobbyist

Learning Objective(s) Addressed:

- What lobbyists do on a typical day.

Reading Due Today:

- Davidson et al., Chapter 16.
- LaPira & Thomas, Chapters 4-7 & 9.

Assignment(s) Due Today:

- None

Supplemental Reading:

- Pat Libby & Associates, *The Lobbying Strategy Handbook: 10 Steps to Advancing Any Cause Effectively*, Sage, 2012.

**Lobbying Strategy Memorandum  
Required Format  
5-6 Pages**

**Memorandum**

**To:** Julius W. Hobson, Jr.

**From:**

**Subject:**

**Date:**

**Objective:**

One sentence stating the overall objective of your lobbying strategy.

**Background:**

Provide some history and background on the subject matter, not to exceed 3-4 pages.

**Strategy:**

Describe a careful plan or method for achieving your objective.

**Tactics:**

Employing the means available to your association, organization, or firm to accomplish your objective.

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