

# The Graduate School of Political Management

THE GEORGE WASHINGTON UNIVERSITY

## M.P.S. in Political Management

Spring 2018

January 17<sup>th</sup> – April 25<sup>th</sup>

## Managing Campaigns

PMGT 6432.10

3 Credits

Wednesday/7:10-9:40pm

1776 G Street, C-106

## BASIC INFORMATION AND RESOURCES

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### Instructor

**Terry Sullivan** - A founding partner of the public affairs firm Firehouse Strategies, Sullivan is a seasoned political strategist with over two decades of experience in politics and public affairs. He has played a senior strategic role in over 100 campaigns, including better than two dozen US Senate, Gubernatorial and Presidential campaigns. He has advised Republican candidates at every level, having been in some of the toughest political battles and emerging victorious. Over his career he has worked for some of the biggest names in politics, including Jesse Helms, Jim DeMint, Mitt Romney, Trey Gowdy and Marco Rubio.

Most recently Sullivan played a key role in the come from behind US Senate victories of Marco Rubio and Ron Johnson. Prior to that, Sullivan served as Campaign Manager for Marco Rubio's presidential campaign where he was the Chief Executive Officer of a \$50 million effort with over a hundred staffers around the country.

### Contact Information

Phone Number: 803-730-6879

Email Address: [TS@terry-sullivan.com](mailto:TS@terry-sullivan.com)

### Communication

Please feel free to e-mail me with any questions. If your question is about an assignment, please post your question in the course's "Syllabus & Assignment Question" forum. That way, your classmates will benefit from your inquiry and I can avoid answering repeat questions.

I will do my best to respond to your e-mails within 24-48 hours. Please send all questions to me at, [TS@terry-sullivan.com](mailto:TS@terry-sullivan.com) If it is an emergency or extremely time sensitive you can call or text me.

### 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](mailto:helpdesk.gwu.edu).

### **Academic Integrity**

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

### **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 **[fill in proximate location]** in order to account for everyone and to make certain that everyone is safe. Please refer to Campus Advisories for the latest information on the University’s operating status: <http://www.campusadvisories.gwu.edu/>.

### **Attendance Policy**

You’re expected to attend class every week and participate in the class discussion. Please know that all topics, comments, suggestions, and hypothetical and real situations addressed and discussed are not to be publicly shared or disseminated. They are all “off the record.” This is done to allow for an open and honest dialogue where your privacy is protected and students, as well as the instructor, are comfortable sharing campaign stories. No recording of classes without prior approval.

### **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. Michael Cohen  
Interim Director, Political Management Program  
[michaeldcohen@gwu.edu](mailto:michaeldcohen@gwu.edu) | 202-994-5512

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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### **Course Description**

This course will help prepare GSPM students to manage a campaign for elected office. It will give an overview of most of the key disciplines involved in a major campaign. The course will focus on real world experiences and will be centered around actual challenges faced during the course of a campaign. It is intended to be an open discussion where students are expected to interact in the dialogue. By the end of the course students will have learned practical knowledge that can be applied in any campaign at any level.

### **Overview**

Managing a campaign is a lot like building and running any other business. Except on steroids. You open it up, hire staff, find office space, grow its size dramatically, have one heck of a one day going out of business sale and then shut it down all in the course of 18 months. In fact, modern presidential campaigns grow at a rate faster than the biggest startups like Uber and Facebook. You have to do this all while your opponents are shooting at you and the media is writing stories on all of your mistakes. One of the biggest keys to being a successful manager is having an understanding every discipline in a campaign. This course will give an overview of the key disciplines involved in successful campaigns.

### **Course Learning Objectives**

By the end of the course, students should have the knowledge, ability and confidence to do the following:

- Understand the fundamentals of what makes a winning campaign.
- Understand how to build out a basic campaign budget.
- Understand the responsibilities of each of the key roles involved in a campaign for office.
- Know how to find a job in politics and move up through the ranks.

### **Course Requirements**

For this course, you are expected to show up, participate in class and have read and comprehend the assigned books.

**Evaluation and Grading**

<b>Assignment</b>	<b>Learning Objective(s) Addressed</b>	<b>Due Date</b>	<b>Weight</b>
Test on the book Bad Boy	Campaigns are part art and part science. This book is the best way to understand the “art” of politics.	Test on February 14 <sup>th</sup>	20%
Test on Victory Lab	This book compliments Bad Boy as it focuses almost exclusively on the science of campaigns.	Test on March 28 <sup>th</sup>	20%
Write a campaign budget	The budget is the backbone of the campaign. In order to understand a campaign you have to understand the budget. You’ll learn how to write a campaign budget.	Final Budget Due noon April 26 <sup>th</sup>	30%
Participation	This class is going to focus heavily on classroom interaction. To get the most out of it, you need to be prepared to ask questions and give feedback.		30%
Total			100%

**Following is the grade scale for all GSPM classes:**

<b>Grade*</b>	<b>Grading Standard</b>
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

1. John Brady, *Bad Boy: The Life and Politics Of Lee Atwater* Adisson-Wesley; 1St Edition (December 30, 1996). (Available on Amazon, new is \$40; Used from \$14)
2. Sasha Issenberg, *The Victory Lab: The Secret Science Of Winning Campaigns*, Broadway Books; any edition. (Available on Amazon, Kindle is \$5; New is \$7; Used is \$4)

### 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.

#### January 17<sup>th</sup>

##### Week 1 - Class Introduction

This class will be a get to know each other session. Students should be prepared to share their campaign experience, what they're doing now and what they ultimately want to do. We'll also discuss what the semester will look like including the books we'll be reading.

#### January 24<sup>th</sup>

##### Week 2 – This Is Your Bible - Developing a Campaign Budget

The best way to understand how a campaign works is by understanding the budget. As a campaign manager, there is absolutely no more important document on the planet. In a presidential race, candidates don't drop out, because they run out of ideas or a desire to have the job. They drop out because they run out of money. The budget is a critical part of every single decision in a winning campaign.

#### January 31<sup>st</sup>

##### Week 3 – Show Me the Money – How to Raise Money For A Campaign

If the budget is a campaign manager's most critical document, then raising money is the single most important task. We'll here first-hand accounts from a longtime political fundraiser about the fundamentals of raising money for a winning campaign.

**Guest Speaker - Dorinda Verhoff, A veteran of multiple presidential campaigns as well as serving as the Finance Director at the NRSC.**

#### February 7<sup>th</sup>

#### **Week 4 –Hit ‘Em Where It Counts – Opposition Research**

One of the first things any campaign manager needs to do is determine what they want the race to be about. A critical part of doing that is to learn your opponent’s vulnerabilities (voting record, back ground, etc.) as well as your own candidate’s potential vulnerabilities. Finding and prioritizing this information is at the heart of opposition research.

**Guest Speaker – Joe Pounder, A veteran of 4 presidential campaigns and President of America Rising, the largest Republican research firm in the country.**

#### **February 14<sup>th</sup>**

##### **Week 5 – Test on Bad Boy: The Life and Politics of Lee Atwater**

#### **February 21<sup>st</sup>**

##### **Week 6 - Fighting the Fire – Campaign Communications**

In modern campaigns earned media is more critical to success than ever before. During the 2016 presidential race there were far more earned media impressions seen by voters than there were paid. And if your campaign is not driving the story, then the story driving your campaign. This class will focus on what it takes to communicate a disciplined message in a modern 21<sup>st</sup> century election cycle.

**Guest Speaker – Alex Conant, Senior communicator on 3 presidential campaigns as well as spokesperson in George W. Bush Administration.**

#### **February 28<sup>th</sup>**

##### **Week 7 – If You Build It, They Will Come – Advance and Campaign Logistics**

The logistics of a campaign are often overlooked. But getting your candidate to an event and making sure that event is a success, is a really important and tough job. In a major campaign, no human being spends more time with a candidate than his body man.

**Guest Speaker – Mike Haidet, long time campaign advance staffer, presidential campaign body man and current White House Scheduler.**

#### **March 7<sup>th</sup>**

##### **Week 8 – As Seen On TV – Developing And Implementing A Paid Media Strategy**

The largest part of almost any campaign’s budget goes towards TV advertising. A lot has been made in recent years about the demise of paid TV as an effective medium to communicate a campaign’s message; But it still matters a great deal. In some cases, TV matters more than any other part of the campaign.

**Guest Speaker – Todd Harris, has nearly 3 decades of campaign experience developing paid media messages for presidential, senate and gubernatorial campaigns.**

**March 21<sup>st</sup>**

**Week 9 – Nobody Said There Would Be Math Involved - Running A Data Driven Campaign**

This class will focus on what campaign data analytics is and what it isn't. We will discuss the proper ways to use analytics in a winning campaign.

**Guest Speaker - Scott Tranter, Founding Partner of Optimus Data Analytics firm. Scott runs one of the preeminent political data analytics firms in the country and has overseen the data programs on campaigns at every level.**

**March 28<sup>th</sup>**

**Week 10 - Test on Victory Lab: The Secret Science of Winning Campaigns**

**April 4<sup>th</sup>**

**Week 11 – No Class**

Please use this time to work on your campaign budget assignment.

**April 11<sup>th</sup>**

**Week 12 – Use It but Don't Abuse It – The Proper Role of Digital in a Campaign**

This class will focus on what are the most useful and necessary aspects of digital in a campaign and which ones are a colossal waste. Digital is an important part of getting your message out but it can be a black hole where resources are wasted. We will discuss how to look past the hype and focus on what really works.

**Guest Speaker – Wesley Donehue, Founder and CEO of Push Digital has over 20 years of campaign experience and was one of the early pioneers of effectively using digital on political campaigns.**

**April 18<sup>th</sup>**

**Week 13 – You Can't Save The World If You Can't Get a Job – How to Get Hired and Move Up**

This class will focus on what may be the most important thing you learn this semester: How to actually get hired on a campaign and move your way up through the ranks to get the job you want. Getting a job on a campaign is almost never through the typical application process. We'll discuss the strategy and specific tactics involved in getting the job you want.

**April 25<sup>th</sup>**

**Week 14 – Course Wrap Up**

This class will be group discussion on what we learned for the semester. We will also go over our final assignment creating the campaign budget. Students will need to bring what they have completed so far to this point and we'll walk through, as a group, what is needed to complete the assignment.

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**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.*