

# The Graduate School of Political Management

THE GEORGE WASHINGTON UNIVERSITY

## **M.P.S. in Political Management**

Summer 2018

Class start/end date

## **Political Consulting**

Course Number PMGT 6476

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Tuesday/7:10pm to 9:40pm

Class Location 1776 G Street, NW, C-115

## **BASIC INFORMATION AND RESOURCES**

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### **Instructors**

Liz Chadderdon

Email Address: [liz@chadderdonlestingi.com](mailto:liz@chadderdonlestingi.com)

Liz, a native Texan, is often described as one of the smartest, straight-shooting consultants in the business. A direct mail consultant since 1999, she became the first woman to start her own Democratic direct mail firm without a business partner. A graduate of the University of Texas at Austin, Liz was named a political “Rising Star” by Campaigns and Elections Magazine in 2005. She is a former adjunct professor at American University and has taught communication seminars for numerous organizations, including American Association of University Women, Close Up Foundation, Emerge America, Gay and Lesbian Victory Fund Leadership Institute, and the Women’s Campaign School at Yale University. Liz and her team have won twenty-one Pollie Awards from the AAPC and six Campaign and Elections Magazine Reed Awards, including the “Toughest Direct Mail” piece 3 years in a row.

Mandy Bowen

Email Address: [Amanda@junosystemsinc.com](mailto:Amanda@junosystemsinc.com)

Amanda started her own firm, Juno Systems, in 2015 in response to the increased demand from political consulting firms, especially start-ups, needing smarter cash flow, accounting and business management. Juno Systems provides executive-level corporate services, replacing the need to hire a full-time CFO. Previously, Amanda served as Chief Operations Officer and General Counsel for The Chadderdon Group, a Democratic direct mail firm from 2008 – 2015. She earned her JD from Georgetown University Law Center and is licensed to practice law in Virginia and the District of Columbia. In addition to her JD, Amanda has a Bachelor’s in Literature from the University of Texas at Dallas, and a Master’s in Political Science from American University. Amanda lives in Alexandria, Virginia with her husband and their two daughters.

### **Communication**

The best way to contact either of us is via email. Please email your thought or question and we will respond within 24 hours. If you email on a Friday afternoon, it might be Monday before we are able to reply.

### **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>.

### **University Policy on Observance of Religious Holidays**

- Students should notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance.
- Faculty should extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations.
- Faculty who intend to observe a religious holiday should arrange at the beginning of the semester to reschedule missed classes or to make other provisions for their course-related activities

### **Support for Students Outside the Classroom**

#### **Support for Students with Disabilities 202-994-8250**

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

#### **Mental Health Services 202-994-5300**

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

### **The Writing Center 202-994-3765**

The Writing Center is located in Gelman Library at 2130 H St NW in Suite 221 and they can be reached at 202-994-3765 or via email at [gwriter@gwu.edu](mailto:gwriter@gwu.edu). Appointments, both in-person or by phone, can be made in advance at <https://gwu.mywconline.com/>. Daytime and evening hours are available, check for this semester's hours at <https://writingcenter.gwu.edu/contact-us-0>. The Writing Center offers Summer hours.

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

Off campus students have full access to all of the research resources, services, and assistance that the Library offers. The GW community has access to 500+ online subscription databases and to millions of items, electronic and print, in the library catalog. Off-campus students even have additional privileges because the Library will FedEx print materials to your home. Call the Ask Us desk at 202-994-6048 or visit [go.gwu.edu/ask](http://go.gwu.edu/ask) to contact someone at the library to answer any questions. For questions beyond “Do you have this book/article?” and “How do I login?” use the website mentioned to make a research consultation appointment with a librarian. Librarians are there to guide students through any aspect of the research process, from selecting and narrowing a topic, crafting a research strategy to citation management.

### **In the Event of an Emergency or Crisis During Class**

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

<http://www.campusadvisories.gwu.edu/>.

### **Attendance Policy**

Attendance is mandatory. While the readings assigned in this class are essential, one cannot learn this from reading books, alone. Students will be required to attend every class during this summer session. If you must miss a class, please email either Liz or Mandy as soon as you are aware you will be unable to attend. Any in-class work then assigned to you will be due at the next week’s class.

### **Out-of-Class/ Independent Learning Expectation**

Over the course of the semester, students will spend at least 2 hours (100 minutes) per week in class. Required reading for the class meetings and written response papers or projects are expected to take up, on average, 7 hours (350 minutes) per week. Over the course of the semester, students will spend 22.5 hours in instructional time and 63 hours preparing for class.

### **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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### **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

Students will learn how to start and run a successful political consulting firm through course readings, guest speakers, and the instructors' experiences running their businesses. While there will be specific assignments throughout the course, the overall goal is for students to leave the course with a viable business plan for their consulting firm.

### Course Learning Objectives

Through this course, students will be exposed to the necessary issues and decisions it takes to start and run a successful political consulting firm. By the end of the course, students will be able to:

1. Determine what product/service they have to sell and how to sell it.
2. How to start, staff, finance, and maintain a successful political consulting firm.
3. Draft a comprehensive business plan and budget for the first year of your company.

### Course Requirements

Your course grade will be based on weekly class assignments worth a total of 45%, a business plan, which will be constructed over the semester worth 45%, and 10% attendance and class participation.

### Evaluation and Grading

We want to make grading more than just an academic evaluation exercise, so we want you to focus on a real-world business plan in addition to weekly class assignments. Grading will be based on the intrinsic quality of your work. The breakdown of assignments appears below:

Assignment	Learning Objective(s) Addressed	Due Date	Weight
Class Assignments	LO 1, 2, 3	Weekly	45%
Business Plan	LO 1, 2, 3	Last week of course	45%
Attendance and Participation	LO 1, 2, 3	Ongoing	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**

- [Good to Great](#) by Jim Collins
- [Strengths Based Leadership](#) by Tom Rath and Barry Conchie
- [Your Company Sucks](#) by Mark Stevens
- [The E Myth](#) by Michael Gerber

**Supplemental Text and Learning Materials**

The following will be available in Dropbox the start of the class:  
 Compilation of articles on building a campaign budget  
 Compilation of articles on incorporation

**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.

**May 22**

Week 1: Liz Chadderdon and Mandy Bowen

Topic and Content Covered: Running a campaign is essentially running a small business.

- What makes up overhead expenses: salaries, taxes, administration, communication, travel, business costs, etc.

Learning Objective(s): Understand the different components of a campaign operating budget and how they correspond to a small business operating budget. (LO 1,3)

Reading Due Today: Compilation of articles on building a campaign budget

Assignment Due Today: Complete an overview of a campaign budget and then complete a small business budget with the overhead costs of a small business; recognize similarities and differences.

**May 29**

Week 2: Liz Chadderdon and Mandy Bowen

Topic and Content Covered: Do you have anything to sell?

- Why are you starting your own firm?
- Are you a product-driven consultant or a strategic consultant?

- Do you have to be a Democrat or Republican firm or can you “go both ways?”
- What are you “producing” that people really want to buy?
- What will they pay for it? How do you know?

Learning Objective(s) Addressed: Can your idea and/or talent actually make money? (LO 1)

Reading Due Today: *The E-Myth*, Chapters 1-6

Assignment Due Today: Work out the “price point” for your product, the overhead production costs and the profit margin.

### **June 5**

Week 3: Liz Chadderdon and special guest, Karen Petel

Topic and Content Covered: What does the first year of your business look like?

Learning Objective(s) Addressed: To fully understand “cash flow” including when money comes in and goes out and how to balance the two. (LO 2)

- What is your definition of broke?
- Do you have access to financing? Lines of credit? Credit cards?

Reading Due Today: *The E-Myth*, Chapters 10-18

Assignment(s) Due Today: Tweak your business budget to account for ups and downs in cash flow. What are options to fix that?

### **June 12**

Week 4: Mandy Bowen

Topic and Content Covered: Structuring your company

Learning Objective(s) Addressed: Decide what type of structure best fits your business (LO 2)

- Should you be an LLC, an S Corp or a C Corp? Why does it matter?
- Should you get a partner? Do you need a partnership agreement?
- How official does everything need to be?
- Does every client need a contract?

Reading Due Today: Packet of legal and other articles on incorporation

Assignment Due Today: Begin writing your business plan by deciding on your business structure; if you're taking a partner outline what the partnership will lay out – control, shares, duties, etc.

### **June 19**

Week 5: Liz Chadderdon and special guest, Raghu Devagupthapu

Topic and Content Covered: Managing your time: marketing vs. servicing clients

Learning Objective(s) Addressed: Where will you spend the bulk of your time – marketing or serving clients? (LO 1,2,3)

- How do you plan to get new clients?
- Where will your clients come from?
- What matters most when you're pitching? Price? Creative? Experience?
- What happens when the clients just don't come in?

Assignment Due Today: Add to your business plan by estimating the types of clients you "can" land and their projected gross revenue by month.

## **June 26**

Week 6: Guest Lecturer, Chris Turner

Topic and Content Covered:

Learning Objectives Addressed: What should you look for in staff? Where do you find them? How do you "get the most out of" your staff?

- What do you look for in new staff?
- How do you find new staff?
- What are the pay structures?
- How do you motivate them effectively?

Reading Due Today: *Good to Great*, Chapters 1-9

Assignment Due Today: Add to your business plan when you plan on hiring staff, what you will pay them and what their duties will be.

## **July 10**

Week 7: Liz Chadderdon and Mandy Bowen

Topic and Content Covered: How can you become the best possible boss?

Learning Objective(s) Addressed: Being the "boss" is harder than it looks. How can you be the best boss to your staff and yourself? (LO 2)

- What makes a "good" boss?
- What are some principles of management?
- How would you want to be managed?

Reading Due Today: *Strengths Based Leadership* by Tom Rath and Barry Conchie

Assignment Due Today: Think back on your own employment history and write out the best and worst traits of all of your past bosses. What do they have in common? How can you correct the problems and maximize the successes?

## **July 17**

Week 8: Liz Chadderdon and Mandy Bowen with special guest, Sabrina Hersi Issa

Topic and Content Covered: Overcoming obstacles

Learning Objective(s) Addressed: There will always be obstacles. Identifying them beforehand can mean the difference between success and failure.

- What are the obstacles you foresee with your company?
- Do you have a plan to overcome them?

Reading Due Today: *Your Company Sucks* by Mark Stevens

Assignment Due Today: Add a section on overcoming your obstacles to your business plan.

## **July 24**

Week 9: Liz Chadderdon, Mandy Bowen

Topic and Content Covered: What is the one thing which determines success or failure?

Learning Objective(s) Addressed: Decide whether your company can work.

- Do your numbers work?
- Can you succeed?

Assignment Due Today: Finalize your business plan and cash flow budget. Can you REALLY make it all work?

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### **Copyright Statement**

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