

The Graduate School of Political Management

THE GEORGE WASHINGTON UNIVERSITY

M.P.S. in Political Management

Summer

May 19, 2020 – July 21, 2020

Rules, Law, and Strategy

PMGT 6450.10

3 Credits

Wednesday, 7:10 – 9:40 p.m.

Remote

BASIC INFORMATION AND RESOURCES

Instructor and Contact Information

Jeff Gulati

I am a Professor of Political Science in the Global Studies Department at Bentley University. I earned my Ph.D. in Government from the University of Virginia and B.A. in Political Science from UNC-Chapel Hill. My primary research interests are in political campaigns, digital campaigning strategies, the U.S. Congress, and congressional elections. My current projects are on analyzing the impact of scandals in congressional elections, the use and impact of outside money in congressional elections, and the growth and impact of digital advertising in campaigns.

At Bentley, I recently have taught Campaigns & Elections, Model U.S. Congress, Political Psychology, and Politics Through Film. I also have taught Political Data & Analytics (PMGT 6403) for the Graduate School of Political Management and previously taught at Wellesley College and the Ralph Bunche Summer Institute.

I am a member of the executive council of Pi Sigma Alpha, the national political science honors society, a member of the senior editorial boards of the *Journal of Information Technology & Politics* and the *Journal of Political Marketing*. Prior to my academic career, I was a survey researcher specializing primarily in designing assessment studies for higher education and surveys for non-profits, interest groups, and local governments. Before beginning graduate school, I was a legal assistant at Covington & Burling office and an intern on Capitol Hill.

Phone Number: (781) 690-3160

Email Address: jgulati@bentley.edu

E-mail is the quickest and easiest way to reach me. You can expect a response within a few hours or up to 24 hours for questions that require more detailed responses. I will respond to text messages fairly quickly to questions that require very short response. I am happy to talk over the phone as well, but please avoid voice mails if you are looking for a more immediate response.

Social Media Policy

To allow all our discussions to be as honest and open with each other as possible, it is imperative that classroom discussions be off the record – which means no video recording and no posting of comments made in the classroom to social media sites. This includes remote classroom discussion and posted instructional materials and encompasses all students in the class, the instructors and any guests.

Blackboard Site

A Blackboard site is active for this course. Each student is expected to check the site throughout the session, as Blackboard will be the primary venue for classroom communications between the instructors and the students. Students can access the course site at <https://blackboard.gwu.edu>. Support 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 <http://studentconduct.gwu.edu/code-academic-integrity>.

University Policy on Observance of Religious Holidays

- Students should notify me during the first week of the semester of their intention to be absent from class on their day(s) of religious observance.
- Students will be extended the courtesy of absence without penalty on such occasions, including permission to make up examinations.

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 me if you require accommodations. See <https://disabilitysupport.gwu.edu/> for additional information.

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. See <https://counselingcenter.gwu.edu/> for more information.

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. 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 summer's hours at <https://writingcenter.gwu.edu/contact-us-0/>.

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 electronic and print items in the library catalog. In addition, the Library will FedEx print materials to your home. Call the Ask Us desk at 202-994-6048 or visit go.gwu.edu/ask to contact someone at the library to answer any questions. You also can use go.gwu.edu/ask to make a research consultation appointment with a librarian, who can guide students through any aspect of the research process, from selecting and narrowing a topic, crafting a research strategy, to citation management.

Attendance Policy

Even in its remote form, attendance for this course is vital. Most of our classes will consist of in-class, group exercises and presentations that will be nearly impossible to make-up individually outside of class. Furthermore, students still will be responsible for incorporating any relevant material covered in class in their written assignments. More than one absence will begin to have an adverse impact on students' evaluation and grade.

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 25 hours in instructional time and 70 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 either or both of the following:

Dr. Todd Belt
Director, Political Management Program
tbelt@gwu.edu | 202-994-4363

Suzanne Farrand
Director of Academic Administration, GSPM
sfarrand@gwu.edu | 202-994-9309

THE COURSE

Political Management Program Objectives

A Political Management degree prepares students to win campaigns for elective office and policy positions, and to do so in a manner that benefits democracy and society as well as their organization and clients.

In completing the degree, students will be able to:

1. Assess a political environment, develop a strategy to achieve specified goals, and execute that strategy;
2. Draw upon a repertoire of effective campaign communication skills;
3. Collect, evaluate, and incorporate empirical evidence to shape and optimize the strategy;
4. Find, engage, and motivate the right leaders, professionals, and citizens;
5. Recognize and work through recurring political dilemmas in a manner that upholds ethical standards and professional conduct.

Graduate School Expectations

Students enrolled in a graduate program should take their academic responsibilities seriously and be prepared to meet the following expectations:

1. Utilize effective time management skills so as to complete and submit their assignments on their required due dates and times.
2. Have attained a mastery of written communication skills including proper sentence structure, grammar, spelling, and word usage.
3. Understand how to properly format in-text citations and references for resources and information integrated into their written assignments.

GSPM prepares students for careers in the professional political world. In politics, words and deadlines matter. Excellent written communication skills are essential for success. Every word used, whether it is in a television or radio ad, direct mail piece, social media, or a press release, will be scrutinized. Similarly, deadlines are important. Election Day does not get postponed because a candidate and their campaign are not prepared. There are no “do-overs” because a direct mail piece did not arrive to its intended recipients until after the election was concluded. Students will be best positioned for success in the practical political world if they have developed and exercise excellent written communication and time management skills.

Course Description and Overview

This course provides a comprehensive overview of the rules and other structural parameters that govern campaign activity and the electoral process and the impact that these rules have on candidates’ strategies and election outcomes. We will examine relevant statutes, regulations, and case law in the areas of voting rights and election administration, candidate eligibility and ineligibility, gerrymandering and reapportionment, party nominations and the Electoral College, and the financing of campaigns. We also will analyze how the rules are applied practically during the course of an election campaign and create opportunities and challenges for candidates’ campaign strategies. A variety of assessments and discussions that place future political professionals in various scenarios that encourage critical-thinking and promote sound consultative and analytical skills.

Course Learning Objectives

1. Describe statutes, regulations, and case law that govern campaigns & elections
2. Evaluate the strategic choices made by candidates and other political actors
3. Apply course concepts to a variety of political contexts
4. Analyze quantitative data to inform strategic decision-making
5. Write effectively for a professional audience

Course Requirements

Attendance and class participation are vital to students' success in this course. To facilitate thoughtful and engaging participation, students will be required to read and/or view selected course materials for each week's class and complete assignments due at the beginning of class that demonstrate their preparation. These assignments include five strategy memos and four (one which may be dropped) legislative tracking memos. These professionally written memos allow students to outline a strategy for navigating current rules, demonstrate their ability to connect content from various parts of the course, and apply content to a new context. The tracking memos allow students to demonstrate their understanding of course content by updating current election rules and forecasting how changes to existing rules impact campaign strategy going forward. In class, students are encouraged to ask questions and required to discuss the course material and participate in group simulations and debates.

Evaluation and Grading

Assignment	Learning Objective(s) Addressed	Due Date	Weight
Strategy Memos #1-2	<ul style="list-style-type: none"> • Apply course concepts to a variety of political contexts • Analyze quantitative data to inform strategic decision-making • Write effectively for a professional audience 	June 2 June 9	10%
Strategy Memos #3-5	<ul style="list-style-type: none"> • Evaluate the strategic choices made by candidates and other political actors • Apply course concepts to a variety of political contexts • Analyze quantitative data to inform strategic decision-making • Write effectively for a professional audience 	June 16 July 7 July 21	45%
Tracking Memos	<ul style="list-style-type: none"> • Describe statutes, regulations, and case law that govern campaigns & elections • Evaluate the strategic choices made by candidates and other political actors • Apply course concepts to a variety of political contexts • Write effectively for a professional audience 	May 25 June 23 June 30 July 14	15%

Attendance and Participation	<ul style="list-style-type: none"> Describe statutes, regulations, and case law that govern campaigns & elections Evaluate the strategic choices made by candidates and other political actors Apply course concepts to a variety of political contexts Analyze quantitative data to inform strategic decision-making 	Ongoing	20%
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 will be penalized for late submission of assignment(s).

Required Text and Learning Materials

- Wayne, Stephen J. 2020. *The Road to the White House 2020*. Boston: Cengage.
- The remaining readings and other materials for the course will be made available through Blackboard or as embedded links in the .pdf version of this syllabus.
- You should be expected to be assigned approximately 75 pages of reading material a week.

TENTATIVE COURSE CALENDAR

The instructor reserves the right to alter course content and/or adjust the pace to accommodate guest speakers' schedules and class progress. Students are responsible for keeping up with any adjustments to the course calendar.

WEEK 1: MAY 18

COURSE OVERVIEW AND INTRODUCTION TO STRATEGY

This section provides a brief overview of the syllabus, course procedures, and answers to your questions; describes the current state of American politics and the political context in which the campaign strategies in the 2020 elections will be designed; and explains the concept of campaign strategy and identifies alternative strategies for winning.

A. Course Introduction

- *Review* Syllabus
- *Introduce* yourself [Blackboard Discussion]

B. Current American Political Landscape

C. Campaign Strategy

- *Read* David Winston, "Creating a Winning Campaign Strategy," in Candice J. Nelson and James A Thurber, eds. *Campaigns and Elections American Style: The Changing Landscape of Political Campaigns*, Fifth Edition (New York: Routledge, 2019).
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WEEK 2: MAY 25

VOTERS AND VOTING

Examines the right to vote, the evolution of voting rights, and contemporary challenges to voting rights; the strategic rationale underlying state laws and procedures to regarding voting and voting registration; how elections are administered and votes are counted; and the impact of demographic, attitudinal, and various election procedures on voter turnout.

Tracking Memo #1 due before the beginning of class

A. Voting Rights

- *Read* Drew Kurlowski, *Rules Matter: Election Law Revealed* (St. Paul, MN, 2019), chapter 2.
- *Watch* Lecture Presentation
- *Take and comment on* Literacy Test [Blackboard Discussion]

B. Election Administration

- *Read* Drew Kurlowski, *Rules Matter: Election Law Revealed* (St. Paul, MN, 2019), chapter 8.
- *Watch* Lecture Presentation

C. Voter Turnout

- *Read* Stephen J. Wayne, *The Road to the White House 2020*, (Boston: Cengage, 2020), pp. 51-61.

WEEK 3: JUNE 2

VOTING BEHAVIOR

Analyzes the influence of social, attitudinal, and economic factors on how voters make decisions; examines the strategies and methods for identifying alternative messaging strategies to reach targeted voters.

Strategy Memo #1 due before the beginning of class

A. How Voters Decide

- *Watch* Lecture Presentation
- *Read* Stephen J. Wayne, *The Road to the White House 2020*, (Boston: Cengage, 2020), pp. 61-72.

B. Targeting

WEEK 4: JUNE 9

COMMUNICATION STRATEGY

Examines the structure of an effective campaign theme; how the theme is communicated to target voting groups in media events, televised debates, and television and digital advertising; and the threats to consistent messaging from outside groups and disinformation campaigns.

Strategy Memo #2 due before the beginning of class

A. Campaign Theme

- *Watch* Lecture Presentation

B. Candidate Debates

- *Read* Stephen J. Wayne, *The Road to the White House 2020*, (Boston: Cengage, 2020), pp. 203-210.

C. Campaign Advertising

- *Read* Stephen J. Wayne, *The Road to the White House 2020*, (Boston: Cengage, 2020), pp. 210-19

WEEK 5: JUNE 16

RUNNING FOR OFFICE

This section examines the formal and informal rules for selecting candidates for office and removing elected officials and how candidates gain access to the ballot and how those rules differ for major-party, third-party, and independent candidates.

Strategy Memo #3 due before the beginning of class

A. Candidate Qualifications

- *Watch* Lecture Presentation
- *Read* Drew Kurlowski, *Rules Matter: Election Law Revealed* (St. Paul, MN, 2019), chapter 3, pp. 35-45.

B. Ballot Access and Third-Party/Independent Candidacies

- *Watch* Lecture Presentation
- *Read* Drew Kurlowski, *Rules Matter: Election Law Revealed* (St. Paul, MN, 2019), chapter 3, pp. 45-50.

WEEK 6: JUNE 23

REAPPORTIONMENT AND GERRYMANDERING

Examines the decennial Census; the apportionment and reapportionment of seats for Congress and the state legislatures; the redistricting and gerrymandering of legislative seats; the strategic rationale for gerrymandering; the impact of the drawing of district lines on campaign strategies and election outcomes.

Tracking Memo #2 due before the beginning of class

A. The Decennial Census and Reapportionment

- *Watch* Lecture Presentation
- *Read* Drew Kurlowski, *Rules Matter: Election Law Revealed* (St. Paul, MN, 2019), chapter 4, pp. 55-60.

B. Legislative Redistricting and Gerrymandering

- *Watch* Lecture Presentation (before class)
- *Read* Drew Kurlowski, *Rules Matter: Election Law Revealed* (St. Paul, MN, 2019), pp. chapter 4, pp. 65-79

WEEK 7: JUNE 30

PARTY NOMINATIONS

Examines the selection process for party nominations to Congress and President and how the presidential nominating system differs between Democrats and Republicans.

Tracking Memo #3 due before the beginning of class

A. Congressional Nominations

- Drew Kurlowski, *Rules Matter: Election Law Revealed* (St. Paul, MN, 2019), pp. 83-89.

B. Presidential Nominations

- Wayne, *The Road to the White House 2020*, (Boston: Cengage, 2020), chapters 4, and 5.

WEEK 8: JULY 7

PRESIDENTIAL ELECTIONS AND THE ELECTORAL COLLEGE

Examines the origins and current Electoral College as the means for electing the President; alternative strategies for winning the Electoral College; alternatives to the Electoral College and how those alternative systems would affect campaign strategies and election outcomes.

Strategy Memo #3 due before the beginning of class

- Stephen Wayne, *Road to the White House 2016*, Tenth Edition (Boston: Cengage Learning, 2016), chapters 6 and 7.

WEEK 9: JULY 14

CAMPAIGN FINANCE LAW

Examines campaign finance laws and attempts curb the undue and excessive influence of wealthy individuals, large corporations, and labor unions on the outcome of elections; the role of the Federal Election Commission (FEC); and the various mechanisms for independent groups to participate in elections.

Tracking Memo #4 due before the beginning of class

A. Evolution of Campaign Finance Law

- *Watch* Lecture Presentation
- *Read* R. Sam Garrett, *The State of Campaign Finance Policy: Recent Developments and Issues for Congress* (Washington, DC: Congressional Research Service, December 13, 2018), pp. TBA.

B. Rules for Donors and Spenders

- *Watch* Lecture Presentation
- *Read* R. Sam Garrett, *The State of Campaign Finance Policy: Recent Developments and Issues for Congress* (Washington, DC: Congressional Research Service, December 13, 2018), pp. TBA.

C. Super PACs and Independent Expenditures

- *Read* Stephen Wayne, *Road to the White House 2016*, Tenth Edition (Boston: Cengage Learning, 2016), pp. 25-37.
- *Read* R. Sam Garrett, *Super PACs in Federal Elections: Overview and Issues for Congress* (Washington, DC: Congressional Research Service, June 23, 2016), pp. TBA.

WEEK 10: JULY 21

CAMPAIGN FINANCE IN PRACTICE

Examines how candidates, parties, and interests groups raise money, on what the money is spent, and the strategy behind expenditure decisions; how Democratic and Republican Super PACs differ in terms of organization and strategy; and the impact candidate and independent expenditures have on election outcomes.

A. Fundraising Strategies

- *Watch* Lecture Presentation

B. Resource Allocation

- *Watch* Lecture Presentation

C. Impact of Money on Elections

- *Watch* Lecture Presentation
- *Read* Stephen Wayne, *Road to the White House 2016*, Tenth Edition (Boston: Cengage Learning, 2016), pp. 37-44.

Strategy Memo #5 due on Wednesday, July 22

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.

Jeff Gulati
5/12/2020