The Graduate School of Political Management

THE GEORGE WASHINGTON UNIVERSITY

M.P.S. in Political Management
Spring 2020
January 13, 2020 to April 27, 2020

Course Name:
PMGT 6490: Special Topics: Ensuring Data Security
3 Credits

Mondays, 7:10pm – 9:40pm
Class Location: Rome Hall 204

BASIC INFORMATION AND RESOURCES

Professor
Dr. Monique "Dr. Mo" Chouraeshkenazi

Biography
Dr. Chouraeshkenazi is Chairwoman, National Security Program and Professor of National Security at the Daniel Morgan Graduate School of National Security in Washington, D.C. She is also Founder and CEO of *The Chouraeshkenazi Group*, a security consulting firm based in Springfield, Virginia. She is a veteran of the U.S. Air Force, serving over 13 years in the administrative, cybersecurity/communication/knowledge operations, and security management fields. Dr. Mo is author of *Homeland & National Security: Understanding America's Past to Protect the Future* (2018) and co-editor of *Terrorism: Strategic & Methodical Approaches* (2018). Finally, she is researcher of Qualitative Case Study on F-35 Fighter Production Delays Affecting National Security Guidance (2015). For extended bio, please refer to www.thedrmoshow.com.

Contact Information
Phone Number: 703-590-9754
Email Address (University):
Email Address (Personal): mchouraeshkenazi@gmail.com

Communication
The best way to contact me is by email. I will respond to all emails within 24 hours or less.

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 the distribution of course materials such as required and support readings, handouts, and assignment information (see the "Electronic Reserves" section of Blackboard). Additionally, Blackboard will be LMS for submitting all assignments for review and grading. Students can access the course site at https://blackboard.gwu.edu. Support for Blackboard is available at 202-994-4948 or https://it.gwu.edu/blackboard-students.

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." Copying information and pasting it into a paper without a quotation and citation is an act of plagiarism. Acts of academic dishonesty are a legal, moral, and intellectual offense against the community and will be prosecuted through the proper university channels. For the first offense, the student will receive an "F" for the assignment and formal charges will be filed with the Office of Academic Integrity. For the second offense, charges will again be filed and the student will receive an "F" for the final course grade. Penalties for academic dishonesty are not negotiable. You will not be offered a "do-over" or resubmission. 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.

Federal Holidays

If a holiday is observed on the day of class, we will make up that class on Wednesdays. Wednesdays are make-up days for this course.

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/

Title IX: Confidentiality and Responsible Employee Statement

GWU and its faculty are committed to helping create a safe and open learning environment for all students. If you (or someone you know) have experienced any form of sexual misconduct, including sexual assault, dating or domestic violence, or stalking, know that help and support are available. GWU strongly encourages all members of the community to act, seek support and report incidents of sexual misconduct to the Title IX Office. Please be aware that under Title IX of the Education Amendments of 1972, faculty members are required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee, who does not have this reporting responsibility, you can contact Mental Health Services through Colonial Health (counselors are available 24/7 at 202-994-5300 or you can make an appointment to see a counselor in person). For more information about reporting options and resources at GWU and the community, please visit https://haven.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 must leave here, we will meet at outside the entrance to the classroom building 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/

Classroom Conduct Policy
This class is (or will be close to) your last chance to practice proper skills and decorum for use in the professional world after you leave GSPM, so you should behave in class as if you are in a professional setting. Use of electronic devices for purposes other than classwork (e.g. texting, social media) will not be tolerated (it is impossible to divide your attention between reading and attending to classwork). A student violating this policy will be asked to leave immediately. Students causing other disruptions, such as carrying on a conversation with another student, typing loudly, or having devices emit audible alerts, will also be asked to leave immediately. You would not do these things in the presence of a client or any other business situation, so don't do it here. Do not approach the instructor during class time to discuss issues regarding your assignments. Class time is for group work, not the discussion of individual issues. Do not use social media to post classroom activities unless authorized by all present.

THE COURSE

Course Description and Overview
Campaigns and other political organizations collect, generate, and share a significant amount of information on individuals. It is imperative that organizations secure and protect voter information, donor financial transactions, and internal strategic communications. Failure to do so could impact an organization's reputation and possibly result in political losses in the long term. This course will teach the best practices of data security and offer technical insight into which applications and vendors meet the highest standards, and how to select the right security model for organizations with varying sizes, budgets and missions.

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

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

Course Learning Objectives
By the end of this course, students will be able to:
1) Master and apply fundamental concepts of data security in political campaigns, fundraisers, financial transactions, and internal strategic communications within the political management spectrum.
2) Compare security methodologies and political data and analytics among local, county, state, gubernatorial, congressional, and presidential elections.
3) Analyze domestic and international threats of campaign data security breaches and determine how the effects impact homeland and national security initiatives.
4) Conduct advanced research to improve methodical approaches to safeguard data security practices and mitigate domestic and foreign cyber threats.

Course Requirements
Class participation constitutes 25% of each student's grade and is a vital component of the course. Students are expected to participate frequently and positively by asking questions and engaging in professional debates and discussions. Participation in class discussions and group exercise is expected and will be considered in final course evaluations. Participation includes listening carefully and critically to the views expressed by the classmates and the expression of personal views. Finally, students should always be prepared during each class to discuss current political events, as they relate to the subject of the course.

NOTE: The minimum level of class participation is class attendance. Due to the structure of the course, students should not expect to do well without regular class attendance. Finally, if students miss a class, they are responsible for all materials covered.

Types of Academic Dishonesty
Academic dishonesty is any type of cheating that occurs in relation to a formal academic exercise. Students and faculty alike can commit acts of academic dishonesty; thus, these policies and procedures apply to all those involved in academic pursuits. GWU takes cases of academic dishonest seriously. Plagiarism is the offering of the words, ideas, or computer data programs and/or graphics of others for one's own in any academic exercise. Examples of plagiarism include but are not limited to:

1) The offering of another's work, whether verbatim or paraphrased, as original material in an academic paper.
2) The offering of another's original ideas or concepts as one's own, in an academic paper or accessed exercise.
3) The inclusion of another's material in one's own work without appropriate or accurate citation or credit.
4) The inclusion of one's own previous work without appropriate or accurate citation or credit, or without prior approval from the professor (self-plagiarism).

Courtesy and Tolerance
Students are expected to be on time. Class starts promptly at 7:10 pm. You should be in your seat and ready to begin class. Class ends at 9:40 pm. Packing up your things early is disruptive to others around you. Raise your hand to be recognized for questions and discussion. Principled student demeanor during class sessions is essential for unimpaired subject comprehension, purposeful discussion, and creative thinking. Disruptive behavior precludes the achievement of these objectives for all students in the class, not simply the actor. It is likewise discourteous conduct in that it displays a lack of consideration for the instructor and the other students in the room and their right to obtain a quality education.

Respect
An enlightened classroom atmosphere conduces not only to successful learning processes but also to fostering attitudes of respect among students. Mutually respectful behavior includes but is not limited to a sincere willingness to listen to alternative positions and a deep tolerance for intellectual, cultural, and ethnic diversity. Both verbal and body language should always be temperate and grounded in civility and decency.

Participation
Class participation is a requirement for successful completion of course work and as such all students are expected to be in class every day and to participate in a meaningful manner. Unnecessary or unexcused absences shall affect negatively final grades. Please review this syllabus and its entirely for the protocol for attendance and class participation.

Class Preparation and Decorum
Students are expected to be prepared for the day's agenda, and refrain from engaging in personal conversations. Other disruptive classroom behaviors include monopolizing discussions, sleeping, reading non-relevant material, and using unauthorized electronic devices. Repetitive or seriously disruptive behavior (e.g. fighting, profanity, personal or physical threats, insults, damaging property, etc.) may result in removal from class or GWU in accordance with policies and procedures outlined in the Student and Faculty Handbooks.

Adding, Dropping, and Withdrawing from Course
Students are permitted to sit up to three hours of academic instruction before deciding to drop a course without any penalty. Similarly, a student may add a course prior to the fourth hour of instruction. This policy permits no waivers as to time except with the written approval of the

Director of the Graduate School of Political Management and the professor involved. The effective date for notice is the date the Add/Drop Form is delivered to the Registrar. Adding or dropping courses may be accomplished by submitting the Add/Drop Form in person at the Office of the Registrar. Telephone/Fax requests are not permitted. Thereafter, course withdrawal or complete withdrawal from GWU is not official until a Course Withdrawal Form or a Request for Leave of Absence Form is completed, approved by the Director of the Graduate School of Political Management, and submitted to the Registrar's Office. Students should be aware that oral notification does not constitute official action.

Class Notes
If you miss a class, it is your responsibility to obtain from one of your classmates the notes for the class and any additional instructions or information that was given out in class.

Attendance Policy
Students are permitted two absences, regardless of reason. Absences beyond two will be penalized at a minimum of 25 points each. However, the instructor retains the right to give an F or drop students from the class with a WF if absences exceed four. ***Emergency situations will be treated on a case-by-case basis***. If students' work requires travel and as a result, not able to attend class, complete the course, or have excessive absences in conjunction, the Director of the Graduate School of Political Management will determine your grade and if you shall be withdrawn from the course without prejudice.

Out-of-Class/ Independent Learning Expectation
Over the course of the semester, students will spend at least 2.5 hours (150 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 (420 minutes) per week. Over the course of the semester, students will spend 35 hours in instructional time and 98 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/any/all the following:

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

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

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

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 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.

Required Text and Learning Materials

Ace Project. (2019). Elections and security. *The Electoral Knowledge Network.* Retrieved from
https://aceproject.org/ace-en/focus/elections-and-security/electoral-special-security-measures

Federal Election Commission. (2019). FEC: Campaigns can be discounted cybersecurity services. Retrieved from https://krebsonsecurity.com/2019/07/fec-campaigns-can-use-discounted-cybersecurity-services/

Federal Election Commission. (n.d.). FBI offer cybersecurity tips for campaigns. Retrieved from https://www.fec.gov/updates/fbi-cybersecurity-tips-for-political-campaigns/

Marlow, K. (2018). *Personal information security & systems architecture: Techniques for PII management in a business*. Aykira Pty Ltd.

Mook, R. & Rhoades, M. (2018). The cybersecurity campaign playbook. *Defending Digital Democracy Project: Belfer Center for Science and International Affairs.* Retrieved from https://www.belfercenter.org/sites/default/files/files/publication/CampaignPlaybook_0.pdf

McFaul, M. eds. (2019). Securing American Elections: Prescriptions for Enhancing the Integrity and Independence of the 2020 U.S. Presidential Elections and Beyond. *Stanford University: Cyber Policy Center.* Retrieved from https://stanford.app.box.com/s/34kl2nua8mueba9rzonb2f24gi25e7ig

National Democratic Institute for International Affairs. (2009). Political campaign planning manual: A step by step guide to winning elections. Retrieved from https://www.ndi.org/sites/default/files/Political_Campaign_Planning_Manual_Malaysia_0.pdf

Polsby, N. W., Wildavsky, A., Schier, S. E., & Hopkins, D.A. (2015). *Presidential elections*. 14th ed. Lanham, MD: Rowman & Littlefield. **ISBN-13:** 978-1442253674.

Smith, A. & Barrett, B. (2018). Keys for 2018: Securing your campaign and bolstering your digital brand. *Campaigns & Elections.* Retrieved from https://www.symantec.com/blogs/election-security/who-says-campaign-websites-cant-remain-secure

U.S. Department of Homeland Security. (n.d.). Best practices for securing election systems. Retrieved from https://www.us-cert.gov/ncas/tips/ST19-002

U.S. Department of Homeland Security. (n.d.). Campaign checklist. Retrieved from https://www.dhs.gov/sites/default/files/publications/DHS%20Campaign%20Checklist_FINAL%20October.pdf

Varner, B. (2018). Who says campaign websites can't remain secure? *Symantec.* Retrieved from https://www.symantec.com/blogs/election-security/who-says-campaign-websites-cant-remain-secure

Washington Secretary of State. (n.d.). History of Voting in America. *Office of the Secretary of State.* Retrieve from https://www.sos.wa.gov/_assets/elections/history-of-voting-in-america-timeline.pdf

Zeltzer, L. (2019). Cybersecurity advice for political campaigns. Retrieved from https://zeltser.com/security-checklist-for-campaigns/

Optional Supplemental Text and Learning Materials

Center for Strategic and International Studies. (2019). Significant cyber incidents. Retrieved from https://www.csis.org/programs/cybersecurity-and-governance/technology-policy-program/other-projects-cybersecurity

Cordero, C. (2016). Political campaigns and cybersecurity risk. *Lawfare.* Retrieved from https://www.lawfareblog.com/political-campaigns-and-cybersecurity-risk

Digital Guardian. (n.d.). Here's a look at ten biggest data breaches impacting federal and state governments. Retrieved from https://digitalguardian.com/blog/top-10-biggest-us-government-data-breaches-all-time

Information Systems Audit and Control Association. (2009). An introduction to the business model for information security. Retrieved from https://www.isaca.org/Knowledge-Center/Research/Documents/Introduction-to-the-Business-Model-for-Information-Security_res_Eng_0109.pdf

Karpf, D. (2013). The Internet and American political campaigns. *George Washington University.* Retrieved from http://www.cfinst.org/pdf/papers/08_Karpf_Technology.pdf

Class Schedule

Weekly Engagement	Topic	Assigned Readings	Course Learning Objectives Addressed
Week 1	Introductory discussions **What do you expect to gain from this course?** Syllabus overview **Classroom rules** **Administrative processes**	N/A	1
Week 2	History of Voting and Electoral Campaigns/ Voting Rights **Why are we learning this? To answer these questions:** What are the security issues with voting? - What things can go wrong? - What changes have been made to secure one person, one vote? - How are counted votes protected? ****Lecture and work on Project 1 in class.**	- Presidential Elections (Chapter 1) Voters pp. 1-22. - The History of Voting https://www.sos.wa.gov/_assets/ elections/history-of-voting-in-america-timeline.pdf - Securing American Elections (Chapter 1) Understanding Putin's Intentions and Actions in 2016 U.S. Presidential Election pp. 1-17 https://stanford.app.box.com/ s/34kl2nua8mueba9rzonb2f24 gi25e7ig - Securing American Elections (Chapter 2) Increasing the Security of the U.S. Election Infrastructure pp. 17-27 https://stanford.app.box.com/ s/34kl2nua8mueba9rzonb2f24 gi25e7ig	1, 4
Week 3	Web and Communication Protocols for Campaigns **Why are we learning this? To answer these questions:** - How is the Internet important to campaigns? - What are some of the security implications?	- The Internet and American Political Campaigns pp. 1-15 http://www.cfinst.org/pdf/papers /08_Karpf_Technology.pdf - The Cybersecurity Campaign – Steps to Security Your Campaign pp. 13-29 https://www.belfercenter.org/sit es/default/files/files/publication/ CampaignPlaybook_0.pdf	1, 2, 3, 4

		- Who Says Political Campaigns Can't Remain Secure? https://www.symantec.com/blogs/election-security/who-says-campaign-websites-cant-remain-secure - Cybersecurity Advice for Political Campaigns https://zeltser.com/security-checklist-for-campaigns/	
	**Lecture and work on Project 1 in class.		
Week 4	Securing Communications **Why are we learning this? To answer these questions:** - How does securing communications impact campaigns? - What are some type of communications used for campaigns? - What are some of the challenging of securing communications? Project 1 - Case Study (Part I) – Developing a Campaign Plan Assignment #1 (before class begins)	DHS Campaign Checklist https://www.dhs.gov/sites/default/files/publications/DHS%20Campaign%20Checklist_FINAL%20October.pdf Keys for 2018: Security Your Campaign and Bolstering Your Digital Brand https://www.campaignsandelections.com/campaign-insider/keys-for-2018-securing-your-campaign-and-bolstering-your-digital-brand FBI Offer Cybersecurity Tips for Campaigns https://www.fec.gov/updates/fbi-cybersecurity-tips-for-political-campaigns/ FEC: Campaigns Can Use Discounted Cybersecurity Services https://krebsonsecurity.com/2019/07/fec-campaigns-can-use-discounted-cybersecurity-services/	1, 2, 3
Week 5	Securing Financial Transactions ****Lecture and work on Project 2 in class.**	- Personal Information Security & Systems (Chapter 11)	1 ,2, 3
Week 6	Political Campaigns and Cybersecurity Risks	- Political Campaigns and Cybersecurity Risks	1, 2, 3, 4

		https://www.lawfareblog.com/political-campaigns-and-cybersecurity-risk - The Cybersecurity Campaign https://www.belfercenter.org/sites/default/files/files/publication/CampaignPlaybook_0.pdf (pp. 5-10)	
	**Lecture and work on Project 2 in class.		
Week 7	Election Security Project 2 - Case Study (Part II) – Preparing for Mayoral Debate Assignment #2 (before class begins)	- Personal Information Security & Systems (Chapters 6 & 7) Election Security Cybersecurity: What Legislators (and Other) Need to Know http://www.ncsl.org/research/elections-and-campaigns/election-security.aspx Best Practices for Securing Elections Systems https://www.us-cert.gov/ncas/tips/ST19-002 Election & Security https://aceproject.org/ace-en/focus/elections-and-security/electoral-special-security-measures	1, 2, 3
Week 8	Corporate Breaches	- Personal Information Security & Systems (Chapter 9)	1, 2, 3
Week 9	Military Breaches The Debate Assignment #3 (before class begins)	- Significant Cyber Incidents https://www.csis.org/programs/cybersecurity-and-governance/technology-policy-program/other-projects-cybersecurity	1, 2, 3, 4
Week 10	Government Breaches	- Personal Information Security & Systems (Chapter 1)	1, 2, 3
Week 11	Campaign Security Models – Small to Medium	- Personal Information Security & Systems (Chapters 3 & 4) - An Introduction to the Business Model for Information Security	1, 2, 3, 4

	Project 4 - Case Study (Part III) – The Vote & Ensuring Data Security Assignment #4 (before class begins)	https://www.isaca.org/Knowledge-Center/Research/Documents/Introduction-to-the-Business-Model-for-Information-Security_res_Eng_0109.pdf (pp. 7-8)	
Week 12	Campaign Security Models – Large	- An Introduction to the Business Model for Information Security https://www.isaca.org/Knowledge-Center/Research/Documents/Introduction-to-the-Business-Model-for-Information-Security_res_Eng_0109.pdf (pp. 14-17)	1,2,3
Week 13	Challenges of Ensuring Data Security Final Project: Oral Presentation – Ensuring Data Security Assignment #5 (before class begins)	- Personal Information Security & Systems (Chapter 10)	1, 2, 3, 4
Week 14	The Future of Data Security	- Personal Information Security & Systems (Chapter 13)	2,3

Evaluation and Grading **NOTE: due dates are subject to change**

Assignment	Learning Objective(s) Addressed	Due Date(s)	Weight
Attendance and Participation (Graded discussions)	1 1 ,2 ,3 1, 2, 3 1, 2, 3 1, 2, 3 1, 2, 3 2, 3		25%
Project 1 - Case Study (Part I)	1, 2, 3, 4		15%

Project 2 - Case Study (Part II)	1, 2, 3, 4		15%
Project 3 - Case Study (Part III)	1, 2, 3 ,4		15%
The Debate	1, 2, 3 ,4		15%
Oral Presentation (Final Project)	1, 2, 3, 4		15%
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 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).

Assignments are due at the time of the course meeting. If your assignment is not ready by the beginning of the course meeting, you will be penalized a full letter grade for each course period it is late (one point for reading groups assignments). Extensions will not be given except in cases of a verified emergency.

Failure to submit one of the major assignments (first prospectus, revised prospectus, final report, and slide deck) will result in zero points for the assignment plus a deduction of one-third of a letter grade for the overall course grade. So, it is better to turn in an assignment late than not at all.

It is the student's own responsibility to know when, how, and what is to be submitted for each assignment. Saying you "didn't know" is never an acceptable excuse — it is your responsibility to know. If you don't know, find out. You have plenty of avenues for finding out the requirements for each assignment, including from other students, from assignment sheets on the Blackboard site, and from the instructor directly. It is your responsibility to plan accordingly so that your work can be accepted at the time, with the content, and in the manner prescribed.

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