BASIC INFORMATION AND RESOURCES

Instructor
David M. Schild

Contact Information
Phone Number: (703) 407-1717
Email Address: dschild@mail.gwu.edu

Communication
The easiest way to reach me is via email. For urgent matters please call my cell.

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.

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 your instructor if you require accommodations. Additional information is available at 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 at Hall of States Lobby 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
As material cannot be repeated I encourage you to attend every class. If you cannot attend please notify me in advance via email and obtain notes from a fellow student.

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. Steven Billet
Director, Legislative Affairs Program
sbillet@gwu.edu | 202-994-1149

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
THE COURSE

Legislative Affairs Program Objectives
Upon completion of the Master’s degree in Legislative Affairs, students will:

1. Gain both theoretical and practical knowledge related to the U.S. Congress, general issues in the legislative arena, and how to effectively advance legislation;
2. Hone their oral and written communication skills in both theoretical and technical aspects of legislative affairs;
3. Be able to conduct cutting-edge research and engage in effective problem solving by learning critical thinking skills;
4. Learn how to work effectively with others, the value of collaborative work, and will understand ethical issues involved in the legislative arena.

Course Description and Learning Objectives
“PACs and Congress” is a comprehensive examination of the relationship between Political Action Committees and candidates for federal office. The focus will include the history of PACs, the rules governing their operation, effective PAC management, contribution strategies and the role PACs play in modern electoral politics.

Types of PACS: This course will focus on corporate, association and labor PACs but will also examine the role that leadership and non-connected PACs play. We will also examine the entity known as the “Super PAC” and assess the impact of this new type of committee. Great attention will be given the vast quantities of data that PAC and candidates committees disclose regularly and students will be expected to use public data to evaluate the strategies and efficacy of various PACs.

The Rules of the Road/The Law of Elections: Political activity is some of the most scrutinized and at the same time protected conduct that a citizen may engage in. This class will familiarize students with the laws, regulations and agencies that govern PACs and review the legislation and litigation that have shaped modern PAC activity. You don’t need to be an attorney to run a PAC, but you ought to know more than most lawyers about election law.

PAC Stewardship: Students should complete the course with an understanding of how create and manage a PAC as an effective component of an overall government relations or advocacy strategy. The concept of the PAC Director as a professional and PAC management as a discrete discipline is key to this course. We will examine all major PAC functions including creation, governance, solicitation, member relations, candidate selection, budgeting and financial/internal controls. The successful student will complete the course with the basic tools to create a PAC from scratch and knowledge necessary to thrive in the field of PAC Management.

Outlook: All students are expected to approach this course as a practitioner of modern American politics. The intersection of money and politics is ever evolving and events outside of the classroom may dictate discussion and assignments apart from this syllabus. This course will feature many guest speakers who are subject matter experts and leaders in their respective communities. These individuals are the greatest resource this class offers and questions and discussion of their presentations is encouraged. Views on PACs and their role are often diverse and passionate. All points of view and welcome and vigorous discussion is encouraged as a tool for learning – but students are reminded to respect the opinions of others and conduct reasoned, rather than emotional arguments.
### Evaluation and Grading

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<thead>
<tr>
<th>Assignment</th>
<th>Learning Objective(s) Addressed</th>
<th>Due Date</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>Students are expected to come to class familiar with the assigned readings and relevant current events. Participation is the best way of testing your theories and proving to me that you understand the subject matter. Students will not be judged on their public speaking ability but rather their ability to articulate their understanding of the concepts we are discussing and defend their arguments to their peers.</td>
<td>NA</td>
<td>15%</td>
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<tr>
<td>Midterm Exam</td>
<td>There will be one midterm exam which will cover the initial lectures dealing with the historical, philosophical, functional and legal dimensions of Political Action Committees. The format will be multiple short essay questions.</td>
<td>10/21</td>
<td>25%</td>
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<tr>
<td>Final Paper</td>
<td>Each student will be required to submit a final paper which will count for 40%. The topic of the paper will be set and discussed in detail after the midterm exam.</td>
<td>12/9</td>
<td>40%</td>
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<tr>
<td>“Create a PAC” presentation</td>
<td>One of the goals of this course is to make you a PAC professional ready to create and manage a PAC of your own. As such each student will be required to create a concept for a functioning Political Action Committee and make a PAC solicitation to their classmates. This presentation will be no more than 15min and will count for 20% of the final grade.</td>
<td>12/2</td>
<td>20%</td>
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<tr>
<td>Total</td>
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<td>100%</td>
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Following is the grade scale for all GSPM classes:

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<thead>
<tr>
<th>Grade*</th>
<th>Grading Standard</th>
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<tbody>
<tr>
<td>A</td>
<td>94-100</td>
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<tr>
<td>A-</td>
<td>90-93</td>
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<tr>
<td>B+</td>
<td>87-89</td>
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<tr>
<td>B</td>
<td>83-86</td>
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<tr>
<td>B-</td>
<td>80-82</td>
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<tr>
<td>C+</td>
<td>77-79</td>
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<tr>
<td>C</td>
<td>73-76</td>
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<tr>
<td>C-</td>
<td>70-72</td>
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<tr>
<td>F</td>
<td>Below 70</td>
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*Please note that you may be penalized for late submission of assignment(s).

**Required Text and Learning Materials**

There are no texts required for purchase, but students should obtain copies of and be familiar with the following texts, bills, decisions and documents which are available free online:


**Optional Supplemental Text and Learning Materials**

It is highly recommended that students stay abreast of the latest developments in PAC strategy, election law, campaign finance, editorial discourse and political spending. The following resources are recommended for regular reading:

- ScotusBlog: News about the U.S. Supreme Court, [www.scotusblog.com](http://www.scotusblog.com)
- The Campaign Legal Center: Nonpartisan think tank, [www.campaignlegalcenter.org](http://www.campaignlegalcenter.org)
- Open Secrets: Contribution data made legible, [www.opensecrets.org](http://www.opensecrets.org)
- Campaign Finance Institute: Great data analysis of election spending, [www.cfinst.org](http://www.cfinst.org)
- ElectionLawBlog: Rick Hansen’s (UCLA) blog, [www.electionlawblog.org](http://www.electionlawblog.org)
- RealClearPolitics: Compilation of political news, [www.realclearpolitics.com](http://www.realclearpolitics.com)
- PoliticalMoneyLine: CQ’s daily on campaign cash, [www.politicalmoneyline.com](http://www.politicalmoneyline.com)
- Politico: Great breaking news and campaign scoop, [www.politico.com](http://www.politico.com)
- NABPAC: National Association of Business PACs, [www.nabpac.org](http://www.nabpac.org)
- Public Affairs Council: Membership org for public affairs professionals, [www.pac.org](http://www.pac.org)
Tentative Course Calendar*
*I reserve 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.

Lecture/Discussion/Guests: Given that elections and fundraising are perpetual, we will begin each week with a discussion of recent political events and any news items that may bear on campaign spending or election law. Articles will be posted on blackboard for your review prior to class. Lecture on a variety of topics will be combined with discussion based on assigned articles. As this is a school for practitioners of politics we will use expert speakers frequently, and adjust schedules to accommodate our guests. Presentations, materials and remarks by our guests are not to be shared outside our class without their express permission.

Class Date: 9/2
Topic and Content Covered:
Student Introductions; Instructor background; What is a Political Action Committee? The role of money in modern American Politics, Concept of PAC Stewardship; Campaign finance “reform” vs “free speech”
Test your PAC IQ

Reading Due Today: None
Questions for Discussion:
“Are PACs an effective tool for political engagement?"
“What lessons can be learned from the role of money in politics via the 2014 elections?
“What is the future of PACs and their role in politics?”

Class Date: 9/9
Topic and Content Covered:
History of PACs and Campaign Finance Regulation; The role of the Federal Election Commission; Getting your PAC up and running


Questions for Discussion:
“Do PACs today operate in the ways envisioned by those in Congress or the judiciary who acted to influence their design or operation?”
“Is the campaign finance reform movement dead or more relevant than ever?”
“Given the importance of PACs to candidates and their campaigns, why do so few associations and corporations choose to operate them?”

Class Date: 9/16
Topic and Content Covered:
Data tells the story: disclosure and campaign finance data in the age of the internet; The value of data; Is sunshine the best antiseptic? How do I find what I’m looking for?

Reading Due Today: None

Questions for Discussion:
“How does near real-time disclosure affect campaigns and political advocacy efforts?”
“Who is using disclosure data and does data speak for itself?”
**Class Date: 9/23**  
**Topic and Content Covered:**  
Understanding the Federal Election Commission Advisory Opinions, Alternative Dispute Resolution, Matters under Review, Audits, Rulemaking and RFAI’s.

Guest Speaker: Maureen Benitz, Senior Analyst – Federal Election Commission

Reading Due Today:  *Chapters 6-9, FEC Guide for Corporations and Labor Organizations*  
*The FEC “30 Year Report” (posted on blackboard) - Summary of the SunPAC Advisory Opinion*  
*1975-23 Federal Election Campaign Act - Buckley v. Valeo*

Questions for Discussion:  
“What is the role of the FEC today?”  
“Can the FEC operate effectively given the modern partisan divide?”  
“What do I need to know if I interact with the FEC as a PAC, Party, candidate?”

**Class Date: 9/30**  
**Topic and Content Covered:**  
The Ever-changing law of elections; What Every PAC Director Needs to Know; The Look and Feel of Robust Compliance.

Guest Speaker: Caleb Burns, Partner: Wiley Rein LLP


Questions for Discussion:  
“Why do you start a PAC?”  
“Who within an organization should be tapped to stand up a PAC?”

**Class Date: 10/7 – (Instructor will be absent)**  
**Topic and Content Covered:**  
PAC Spending Strategies: Budgets, Grids and Plans Inside Corp and Association PAC planning.

Guest Speaker Dr. Steve Billet, Director GSPM Legislative Affairs


Questions for Discussion:  
“How does the decision to support a candidate get made”  
“What do candidates and their suitors hope to gain from campaign contributions?”
Class Date: 10/14
Topic and Content Covered:
The Rise of Super PACs, Big $ and what it Means to Campaigns.

Guest Speaker: Geoff Ziebart, Executive Director, NABPAC

Reading Due Today: Steven Billet, “The Rise and Impact of Monster PACs,” Ed. Dennis Johnson

Questions for Discussion:
“What has been the impact of Super PACs is their future in American politics?”

Class Date: 10/21 - MIDTERM EXAM
Topic and Content Covered:
What does PAC infrastructure look like? Strategy, Governance, Budgeting, Communications, Fundraising, Decision-making, Financial Controls

Reading Due Today: “Your PAC is a small business”, Karen Fabean, 2008 (posted on blackboard)
“PAC Creation checklist”, Peter Kennerdale, 2002 (posted on blackboard)

Questions for Discussion:
“How is running a PAC like running a small business?”

Class Date: 10/28
Topic and Content Covered:
PAC Management as a profession; Tools for PAC operations; Stories of PAC Success and failure.

Guest Speaker: Amie Adams, President Dunn, Associates Inc.

Questions for Discussion:
“Describe your perfect PAC director”

Class Date: 11/4
Topic and Content Covered:
Raising money in the PAC world; Customer service is king: sustaining your PAC members; Great presentations and making the sale, Next level PAC activity.

Guest Speaker: Scott Reiter, Vice President, National Association of Realtors.

Questions for Discussion:
“What skills do political operatives, hill staffers, lobbyists and others have that can benefit them as PAC Directors?” “Who does it best: Unions, corps, non-connected and Super PACs”
Class Date: 11/11
Topic and Content Covered:
How do campaign views Political Action Committees?; The role of leadership PACs; Customer service is king: sustaining your PAC members; Great presentations and making the sale.

Guest Speakers: PAC Directors TBD

Class Date: 11/18
Topic and Content Covered:
Goals and metrics; Justifying PAC actions; PAC operations in the Public Eye, How do PACs and candidates deal with the perception of money in politics?


Questions for Discussion:
“What outcome does a PAC contributor expect from their contribution?”
“How to you define victory or defeat for your PAC?”
“How much is enough?”

Class Date: 12/2
Topic and Content Covered:
Begin class presentations

Class Date: 12/9 – Final Night of Class - Final Papers Due by Midnight
Topic and Content Covered:
Conclude class presentations