

The Graduate School of Political Management

THE GEORGE WASHINGTON UNIVERSITY

M.P.S. in Political Management
Fall 2016

Corporate Public Affairs
PMGT 6420.10/Sept 10
3 Credits

Wednesday/7:10 – 9:40pm
Elliott School, Rm 211
Wed, Aug 31/Wed, Dec 7
Make-up day: Tue, Dec 13

BASIC INFORMATION AND RESOURCES

Instructor

Chris Bender

Chris is Head of Public Affairs, North America for the international biotechnology company [Novozymes](#). Chris and the North American PA team set the strategic direction of public affairs and communications in the United States and Canada. He sees public affairs as a critical business function, influencing the politics and shaping conversation in a way that drives business success.

Chris and the PA team design and execute policy, regulatory and public relations strategies to grow, maintain or expand markets critical to Novozymes and its customers. He works together with internal and external partners on a range of issues, from creating public pull for biological solutions to promoting groundbreaking BioAg technology. Chris helps craft the company's external narrative, turning complex science into compelling stories, and works to expand connections with key third-party stakeholders from NGOs to academic institutions. He coordinates North America public affairs work the company's teams in Europe, Brazil, India and China.

Chris previously served as press secretary and speechwriter for United States Sen. Frank Lautenberg (D-NJ). He also served as communications director for Washington, DC Deputy Mayor Eric Price and speechwriter for Washington, DC Mayor Anthony Williams. Bender interned in the White House Press and Speechwriting shops during the Clinton Administration.

Chris is always ready to talk about the perennial title hopes of the San Diego Chargers or the ideal wood to use in his smoker.

Contact Information

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Communication

You are welcome to contact me by phone or email. Unless I am traveling, I'll get back to you within 24 hours. Schedules permitting, we can also connect in person.

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://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

Attendance is required.

You are experts at what you do. Ideally, your classmates will learn from you as well as each week’s conversation, guest lectures and exercises (a significant portion of this class will involve group work).

Should you find yourself with a scheduling conflict, please contact me as soon as possible. Unexcused absences will affect your participation grade. Two or more unexcused absences during the semester will result in a failing participation grade.

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. Please complete an evaluation. **Your feedback makes this course better.** Students are also encouraged to provide feedback throughout the course of the semester by contacting any/all of the following:

Dr. Lara Brown
Director, Political Management Program
larambrown@gwu.edu | 202-994-4545

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
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GSPM EXPECTATIONS

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.

THE COURSE

Course Learning Objectives

Corporate Public Affairs (CPA) will help you build or lead a top-flight corporate public affairs (PA) operation, one squarely focused on driving business success with public affairs strategies and tactics.

If you contribute and get involved, by the end of this course, you will be able to:

- **Apply** business basics to PA
- **Build** a PA operation that drives and helps deliver on company goals
- **Design** a PA portfolio rooted in business opportunities and/or needs
- **Identify and network** with traditional and non-traditional partners needed for PA impact
- **Assess and communicate** the effectiveness of PA in terms of return on investment

Course Description and Overview

CPA is rooted in the philosophy that public affairs is a business function, not a service one: PA is a company's primary tool for influencing policy and political decision-makers, industry and thought leaders and the general public towards a favorable view of an industry generally and/or the company's solutions and/or positions specifically. A company can leverage that sentiment for favorable policy, regulatory and public outcomes.

CPA is divided into three sections:

1. **Foundations:** Identifying the minimum skills and competencies necessary to run an effective public affairs shop, including narrative construction futurecasting.
2. **Operations:** Day-to-day management. Building a responsive but flexible work plan, using technology to your advantage and establishing and maintaining partnerships for impact.
3. **Execution:** Achieving deliverables with an emphasis on unique contributions and performance measurement.

WEEKLY COURSE REQUIREMENTS

Individual

- **Personal biography**
 - What's your story, including a unique detail, in 150 words?
Due: Week 1, August 29 @ 5pm

- **Statement of public affairs philosophy**
 - What is your PA ambition (how does wild success look)?
 - What are the key goals (how do you ground wild success in specific deliverables)?
Due: Week 2, September 7 @ beginning of class

- **Core competencies**
 - What abilities does an effective public affairs team demonstrate?
Due: Week 4, September 21 @ beginning of class

- **Technology innovation**
 - What technology is redefining or will redefine how we conduct public affairs?
 - How will you integrate that technology into your PA operations?
Due: Week 7, October 12 @ beginning of class

- **Election analysis**
 - What do the results mean for corporate America (President, Congress and your state)?
Due: Week 11, November 9 @ 12pm

Group

- **PR ROI calculation**
 - How can we and demonstrate public affairs impact for stakeholders in business terms (eg: media placements/impressions are not impact)?
 - What are the key components of such a calculation?
Due: Week 3, September 12 @ 5pm

- **Public affairs case**
 - How will you articulate the value of your PA operation, internally and externally?
 - How will you compel stakeholders to work with you proactively?
Due: Week 5, September 26 @ 5pm

Olympic Company

- **Work streams**
 - What do the company's corporate goals suggest in terms of public affairs focus areas?
 - What are the opportunities and threats?
Due: Week 6, October 10 @ 5pm

- **Stakeholder engagement plan**
 - What external stakeholders are necessary to drive the company's goals and PA work?
 - What's your plan for generating these relationships, or improving them?
Due: Week 8, October 17 @ 5pm

- **Revisions to stakeholder engagement plan**
 - How would you refine your stakeholder engagement plan based on our conversations about NGO and media engagement?
 - What strategies and tactics transfer from engaging those stakeholders to others?

Due: Week 10, November 2 @ beginning of class

- **Political involvement plan**
 - Prepare a political involvement plan for two scenarios: (1) PAC and/or candidate contributions not allowed; and (2) First time PAC and/or candidate contributions

Due: Week 11, November 9 @ 12pm

Final Projects

Individual

- **Futurecasting**
 - Five years into the future, what societal, economic and political forces will be shaping the corporate landscape? From a PA perspective, how does an organization ready itself to steer these forces?

Due: Weeks 13 – 14, November 30, December 7 @ beginning of class

Group

- **Olympic Company: PA Plan and Pitch Meeting**
 - Prepare a public affairs plan for Olympic Company that includes a PA ambition, futurecasting, an approach for delivering on corporate targets and one for ongoing development of the PA function. Pitch the plan as if you were in a meeting with the company's senior leadership.

Due: Weeks 13 – 14, November 30, December 7 @ beginning of class

EVALUATION AND GRADING

Assignments	Learning Objective(s) Addressed	Due Date	Weight (%)
Individual assignments			
Statement of PA philosophy	Build, design, identify and network, asses and communicate	Sept 7	5
Core competencies		Sept 21	5
Technology innovation		Oct 7	5
Election analysis		Nov 9	5
			20
Group assignments			
PR ROI calculation	Apply business basics	Sept 12	10
Public affairs case		Sept 26	5
<i>Olympic Company</i>			
Work streams		Oct 10	5
Stakeholder engagement plan		Oct 17	5
Revisions to Stakeholder engagement plan		Nov 2	5
Political involvement plan		Nov 9	10
			40
Final projects			
Futurecasting		Dec 7	15
Olympic PA plan, pitch meeting		Nov 30, Dec 7	15
			30
Attendance and Participation			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 READING MATERIALS

George Labovitz and Victor Rosansky, [*The Power of Alignment*](#)

A.G. Lafley and Roger L. Martin, [*Playing to Win: How Strategy Really Works*](#)

Stuart Ewen, [*PR! A Social History of Spin*](#)

The Guardian, [*Why NGOs Can't Be Trusted On GMOs*](#)

Public Affairs Council publications (available via Blackboard):

- *Measuring and Communicating the Value of Public Affairs*
- *Building and Managing a Global Public Affairs Function*
- *Beyond Control: How Social Media and Mobile Communication Are Changing Public Affairs*
- *State of Corporate Public Affairs 2014-2015*

Optional Supplemental Text and Learning Materials

[PR Week](#)

[Ad Week](#)

[Ad Age](#)

Current examples of companies managing PA/PR challenges you'd like to discuss.

TENTATIVE COURSE CALENDAR*

Most days, we will break class down into three sections:

- **“Morning business:”** Topics you’d like to discuss that further themes from class or group work, readings or assignments
- **Topic of the day:** Discussion of key learnings as outlined in this syllabus
- **Group work:** Application of class learnings in practical terms

*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.

Week 1 – August 31

Foundations: What is public affairs? Why does a company need it? What does PA uniquely do and contribute?

Foundations: Narrative construction. How do you engage and keep an audience’s attention?

Learning Objective(s) Addressed:

- **Build** a PA operation that drives and helps deliver on company goals
- **Design** a PA portfolio rooted in business opportunities and/or needs
- **Identify and network** with traditional and non-traditional partners needed for PA impact
- **Assess and communicate** the effectiveness of PA in terms of return on investment

Reading Due Today:

- *State of Corporate Public Affairs 2014-2015*

Assignment(s) Due Today:

Personal biography (August 29)

Week 2 – September 7

Foundations: Business basics and how they affect public affairs operations and decisions (how to read a balance sheet, understanding how to explain a company’s performance to the market, what kind of policy machinations will affect the stock, etc.)

Guest Speaker: Michael Pease, Goldman Sachs

Learning Objective(s) Addressed:

- **Apply** business basics to PA

Reading Due Today:

- *PR!*, Part 2 and 3
- *Playing to Win*, Introduction and Chapter 1

Assignment(s) Due Today:

Statement of public affairs philosophy

Week 3 – September 14

Foundations: What are the differences between corporate and other public affairs? It's business-driven. It requires hard targets. Corporate PR shops have freedom to innovate – but with expectation of results. What are the minimum competencies necessary to deliver on these differences?

Learning Objective(s) Addressed:

- **Build** a PA operation that drives and helps deliver on company goals
- **Design** a PA portfolio rooted in business opportunities and/or needs

Reading Due Today:

- *State of Corporate Public Affairs 2014-2015*
- *The Power of Alignment*, Chapters 1, 2
- *Playing to Win*, Chapter 2

Assignment(s) Due Today:

PR ROI calculation (September 12)

Week 4 – September 21

Operations: What are the key considerations in building out a public affairs team, including staffing and incorporation with line of business?

Learning Objective(s) Addressed:

- **Build** a PA operation that drives and helps deliver on company goals
- **Design** a PA portfolio rooted in business opportunities and/or needs
- **Identify and network** with traditional and non-traditional partners needed for PA impact

Reading Due Today:

- *Building and Managing a Global Public Affairs Function*
- *Measuring and Communicating the Value of Public Affairs*
- *The Power of Alignment*, Chapters 4, 5
- *Playing to Win*, Chapter 3

Assignment(s) Due Today:

Core competencies

Week 5 – September 28

Operations: Designing and implementing a work plan rooted in business needs and/or opportunities.
How do we articulate the value of public affairs in business terms?

Learning Objective(s) Addressed:

- **Design** a PA portfolio rooted in business opportunities and/or needs
- **Assess and communicate** the effectiveness of PA in terms of return on investment

Reading Due Today:

- *Measuring and Communicating the Value of Public Affairs*
- *Playing to Win*, Chapter 4

Assignment(s) Due Today:

Public affairs case for internal, external stakeholders (September 26)

Week 6 – October 5

Operations: How is technology changing the way we conduct public affairs?

Guest Speaker: Cliff Johnson, National Journal, [Washington in the Information Age](#)

Learning Objective(s) Addressed:

- **Build** a PA operation that drives and helps deliver on company goals
- **Design** a PA portfolio rooted in business opportunities and/or needs
- **Identify and network** with traditional and non-traditional partners needed for PA impact

Reading Due Today:

- *Beyond Control: How Social Media and Mobile Communication Are Changing Public Affairs*
- *Playing to Win*, Chapter 5

Assignment(s) Due Today:

Work streams for Olympic Company (October 10)

Week 7 – October 12

Execution: Engaging with external stakeholders. Why do companies need partners? What value do they create that a company cannot create on its own? What type of narrative is necessary to rally them to your cause?

Learning Objective(s) Addressed:

- **Build** a PA operation that drives and helps deliver on company goals
- **Design** a PA portfolio rooted in business opportunities and/or needs
- **Identify and network** with traditional and non-traditional partners needed for PA impact

Reading Due Today:

- *PR!*, Part 1, Chapter 2; Part 5, Chapter 16
- *Playing to Win*, Chapter 6

Assignment(s) Due Today:

Trendspotting: Technology innovation

Week 8 – October 19

Execution: Engaging with NGOs. Why do NGOs historically distrust companies? What can companies do to partner with them? What are the key motivators for NGOs?

Guest speaker: Rebecca Middleton, Executive Director, Alliance to End Hunger

Learning Objective(s) Addressed:

- **Build** a PA operation that drives and helps deliver on company goals
- **Design** a PA portfolio rooted in business opportunities and/or needs
- **Identify and network** with traditional and non-traditional partners needed for PA impact

Reading Due Today:

- The Guardian, [Why NGOs Can't Be Trusted On GMOs](#)
- *Playing to Win*, Chapter 7

Assignment(s) Due Today:

Stakeholder engagement plan for Olympic Company (October 17)

Week 9 – October 26

Execution: Engaging with journalists (professional and citizen). What does it take to get a story placed – and does it matter? What does a journalist, professional or citizen, want from a corporate shop?

Guest speaker: [Paul Bedard](#), *Washington Examiner*

Learning Objective(s) Addressed:

- **Build** a PA operation that drives and helps deliver on company goals
- **Design** a PA portfolio rooted in business opportunities and/or needs
- **Identify and network** with traditional and non-traditional partners needed for PA impact

Reading Due Today:

- *Playing to Win*, Chapter 8

Assignment(s) Due Today:

None

Week 10 – November 2

Execution: Becoming politically active, focusing on legal, ethical, financial and impact considerations. When and why companies should consider political giving? Can companies get politically involved without giving money?

Guest speaker: [Steve Roberts](#), *Holtzman Vogel Josefiak Torchinsky PLLC*

Learning Objective(s) Addressed:

- **Build** a PA operation that drives and helps deliver on company goals
- **Design** a PA portfolio rooted in business opportunities and/or needs
- **Identify and network** with traditional and non-traditional partners needed for PA impact

Reading Due Today:

- *Playing to Win*, Conclusion

Assignment(s) Due Today:

Stakeholder engagement plan for Olympic Company – second draft

Week 11 – November 9

Execution: What happened in the election? What does it mean for corporate America?

Learning Objective(s) Addressed:

- **Apply** business basics to PA
- **Build** a PA operation that drives and helps deliver on company goals
- **Design** a PA portfolio rooted in business opportunities and/or needs
- **Identify and network** with traditional and non-traditional partners needed for PA impact

Reading Due Today:

None at this time

Assignment(s) Due Today:

- Political involvement plan
- Election analysis

Week 12 – November 16

Execution: Trendspotting and futurecasting. How can you predict what's going to be big years before it happens so the company can prepare itself?

Guest speaker: Ridhima Kapur, Sustainability Analyst, Novozymes

Wrap-up: What did we learn? How are we going to use that knowledge to reshape corporate public affairs? What still gives us pause and how do we address those concerns?

Learning Objective(s) Addressed:

- **Apply** business basics to PA
- **Build** a PA operation that drives and helps deliver on company goals
- **Design** a PA portfolio rooted in business opportunities and/or needs
- **Identify and network** with traditional and non-traditional partners needed for PA impact
- **Assess and communicate** the effectiveness of PA in terms of return on investment

Reading Due Today:

None at this time

Assignment(s) Due Today:

None at this time

Week 13 – November 30

Group presentations

Week 14 – December 7

Group presentations

Assignment(s) Due Today:

- Futurecasting

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.