

**GRADUATE SCHOOL OF POLITICAL MANAGEMENT
THE GEORGE WASHINGTON UNIVERSITY**

Strategic Advocacy and the Business of Lobbying in Washington, DC.

Prerequisite, Lobbying PMGT 230.10 or advance consent by instructor.

Summer 2008

Tuesday evenings, 6:10 p.m. – 8:45 p.m.

Room Location: Duques Building, Room 250 (2201 G Street, N.W.)

Instructor: Ron Christie, Professorial Lecturer – Strategic Advocacy (202) 315-5115 (office)E-mail: RontheGood@aol.com

Office Hours: By appointment only

Course Overview: The course will explore the knowledge, mechanics and skills to necessary to succeed in the business of lobbying in Washington, D.C. The successful lobbyist/public advocate is one who is well versed in public policy, possesses strong strategic/crisis communications skills and is able to explain complex problems and solutions clearly and concisely. Yet, the practice of lobbying has changed such that off the record conversations in smoke filled rooms have given way to the lobbyist deriving influence by serving as educator and policy expert to the elected lawmaker and their staffs they seek to influence.

This course will examine the skills and attributes necessary to succeed in the business of lobbying. This course will be taught as a seminar/practicum – robust classroom participation by students is required.

Course Requirements:

Course Grading: There will be five graded elements to this course:

- (1) Active classroom participation: **25% of final grade**
- (2) Preparation of a comprehensive meeting request on behalf of the “client” for Congressional/White House officials: **10% of final grade** (Note: students will be assigned “clients” at the outset of the course and case studies they will advise and “represent” during class.
- (3) A mid-term paper of 10-15 papers discussing a client management challenge as well as the proposed management solution for the client: **15% of final grade**

- (4) A power-point presentation by two teams of 3 students. This presentation shall constitute a “pitch” to lobby on behalf of a prospective client in Washington, D.C. This tactical presentation will outline the specific issues presented/confronted by the potential client, the strategic roadmap the lobbying team would undertake to achieve the client’s goals and a realistic discussion of hurdles/obstacles which must be overcome to achieve success for the client. The presentation shall last 30 minutes, with 20 minutes for the “pitch” itself and 10 minutes for questions/comments from fellow classmates: **25% of final grade**
- (5) A final examination will be conducted on the last day of class in which students are presented with a client case study and will draw upon their knowledge gained in the course to discuss objectives, goals and hurdles the client should anticipate to achieve a favorable resolution to their problem. The recommendations should detail how the lobbyist would work with Members/staff in the Congress as well as a White House/Executive Branch/Independent Agency strategy to fulfill the client’s objectives. **25% of final grade**

Required Reading:

- *Alan Cigler & Burdett Loomis, *Interest Group Politics*, 7th Edition, CQ Press, 2007
- *Jason Mycoff and Joseph Pika, *Confrontation & Compromise*, Rowman & Littlefield, 2007
- *Peter Stone: *Heist: Super Lobbyist Jack Abramoff, His Republican Allies and the Buying of Washington*, Farrar Straus Giroux, 2006
- *Anthony Nownes, *Total Lobbying*, Cambridge University Press, 2006
- *Barbara Sinclair, *Unorthodox Lawmaking*, 3rd Edition, CQ Press, 2007
- *Robert Greene, *The 28 Laws of Power*, Penguin Books, 2000 edition
- *Bruce C. Wolpe and Bertram J. Levine: *Lobbying Congress: How the System Works*, Second Edition, Congressional Quarterly, 1996
- *Pocket Congressional Directory

Additionally, students will be expected to regularly read Capitol Hill periodicals *The Hill*, *Roll Call* and *The Politico*. A daily and thorough reading of *The Washington Post* and *The New York Times* is required.

Class Schedule:

Week One

- *Overview of the course and requirements
- *Class objectives
- *Perception of Lobbyists in Washington, D.C. in post-Abramoff climate.
- *Origins of Lobbying in America – where did the name come from?
- *What attributes make one a successful lobbyist/public advocate?
 - Dos and Don'ts
 - Andrew Card Doctrine
 - Day in the life of K Street lobbyist

Required Reading: Peter Stone, *Heist: Super Lobbyist Jack Abramoff, His Republican Allies and the Buying of Washington*, Robert Green: *Power*, Law 5, Law 9, Law 11, Law 16, Anthony Nownes: *Total Lobbying*, Chapters 1-2

Week Two

Real Power in Congress

Textbooks on the Congressional branch of government discuss how legislation is considered and enacted. What they often fail to analyze in depth is how the process really works and who wields the real power to determine which bills/amendments will successfully move in either chamber of Congress. The successful lobbyist/public advocate must understand the plays and players involved to succeed on behalf of their clients:

- *Overview of various Leadership Roles/Offices
 - Roles as Defined
 - What are their real functions?

 - What does it mean to have the Majority in Congress?
 - What does one do to succeed/have an impact while in the Minority?
 - Who has more power – staff or Members? Why?
 - The importance of other support organizations (Republican Study Committee, Democratic Study Group) to influence policy.
 - What challenges/opportunities are presented with the Congress in control by one party and the White House held by the other party?

Required Reading: Barbara Sinclair *Unorthodox Lawmaking: New Legislative Processes in the U.S. Congress*: Chapters 2, 3, 4, 6, Cigler and Loomis *Interest Group Politics*, Chapter 18, Greene: Law 19.

Week Three

Power of the Purse and the Federal Dollar

Building on the lessons learned in Week Two, the appropriations process has evolved dramatically in the last ten years on Capitol Hill. Earmarks, Manager's Amendments and Conference Reports have replaced the "regular order" on the Hill. The successful lobbyist/public advocate must master the tools necessary to insert language that will bring success to their client's goals:

*Parliamentary Procedures – why it is useful to know these?

- Procedures during Committee Mark-Ups
- Procedures during Floor Consideration in House/Senate

*The Appropriations Process:

- How it should work
- How it has worked in recent years
- As a successful lobbyist/advocate, how can one influence the appropriations process to achieve the client's objectives?

- The rise and influence of the "Omnibus" and "Mini-bus" Appropriations bills.

Required Reading: Barbara Sinclair: Chapters 5, 11, 12, 13, Parliamentary Procedure Handout

Week Four

The White House/Executive Office of the President and the Executive Branch

Lobbyists on K Street often overlook the ability to engage the Executive Office of the President within the White House to influence the policy process to bring meaningful success and results for their clients:

*Who are the Players within the Executive Office of the President?

- White House Office (Domestic Policy Council/National Economic Council, others)
- Office of the Vice President

- Office of the United States Trade Representative
- Office of Management and Budget (OMB)

*How to interface and succeed with officials within the Executive Office of the President on behalf of your client to enact desired results.

*The Dynamics of the Federal Departments and Independent Agencies

- Engaging Political vs. Career Employees on behalf of your client.
- when to meet with and why

-How Independent Agencies are different than Executive Departments

Required Reading: Nownes: Chapters 3-4, Wolpe and Levine: Chapter 6, Mycoff and Pika: Chapters 2, 5.

Week Five

The Business of Lobbying – Part I

The successful practice of lobbying/public advocacy is one in which the client and the consultant work together to achieve practical and meaningful results. Before the relationship begins, however, the lobbyist must first secure the client and enter into a professional engagement/scope of representation:

*Why open up a lobbying shop in the first place?

- Law firms
- Non-profit organizations
- In House strategic consultants

How to identify potential clients

*How to approach the client for potential engagement/representation

*How to develop a successful “pitch” document

*How to close the deal

Required Reading: Wolpe and Levine: Chapter 3, Ciglar and Loomis: Chapter 11, Greene: Laws 28-29

Week Six

The Business of Lobbying – Part II

Once the client has agreed to retain a lobbyist/strategic counsel, candid and frequent communication is a necessary prerequisite for the relationship to succeed. Managing expectations between the client and consultant is critical to:

- *Setting up a scope of work/action plan with a new client
- *Setting realistic goals/managing expectations
- *Reacting to evolving/rapidly changing events and re-setting goals with the client.
- *Letting the lobbyist lobby and the business operations teams work out invoices/financial arrangements.

Required Reading: Greene: Laws 23, 24, Law 30, other assigned materials TBD

Week Seven

Lobbying in the Post-Abramoff World

With the convictions of former Representatives Bob Ney (R-OH), Randy “Duke” Cunningham (R-OH) and disgraced lobbyist Jack Abramoff, lobbyists on K Street have found new rules, regulations and restrictions placed upon them:

- *Overview of the new lobbying/disclosure rules.
- *Why do lobbyists conduct frequent fundraisers?
- *How does one conduct a successful fundraiser?
- *How severe are the fundraising requirements for Members of Congress?
- *How are the new lobbying disclosure rules/regulations different in the post-Abramoff world and how have they changed the face of K Street?

Required Reading: Wolpe and Levine: 1, 2, 4, 5, Mycoff and Pika: Chapter 4, Ciglar and Loomis: Chapters 8-9, Greene: Law 46

Week Eight

Student Presentations

Week Nine

Student Presentations

Week Ten

Final Examination