<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>03</td>
<td>MBA Course Brochure</td>
</tr>
<tr>
<td>05</td>
<td>Sample Agenda</td>
</tr>
<tr>
<td>07</td>
<td>MBA Course Syllabus</td>
</tr>
<tr>
<td>14</td>
<td>Contact Information</td>
</tr>
</tbody>
</table>
The Washington Campus, founded in 1978, is a non-partisan, non-profit 501(c)(3) higher education consortium. The Campus welcomes participants from diverse backgrounds and does not discriminate on the basis of race, religion, gender, orientation, national or ethnic origin, or disability.

CONSORTIUM MEMBERS

- Arizona State University
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- Northeastern University
- The Ohio State University
- Purdue University
- Rice University
- University of Texas at Austin
- Texas A&M University
- And many other program partners worldwide

COURSE DATES

- January 6–10, 2020
- March 2–6, 2020
- March 9–13, 2020
- March 16–20, 2020
- May 11–15, 2020
- May 18–22, 2020
- August 17–21, 2020
- October 19–23, 2020

Special Health Care Policy Sections

- January 6–10, 2020
- March 16–20, 2020
- August 17–21, 2020

For more information and registration, visit: www.WashCampus.edu

The Washington Campus
1150 18th Street NW, Suite 400
Washington, D.C. 20036
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Fantastic.
This is not an experience you can get anywhere else.

Intensive, experiential courses in business, public affairs, and public policy
Washington, D.C.
The Washington Campus is a non-profit, non-partisan, higher education consortium based in Washington, D.C. Students from consortium member schools (see reverse) can enroll in The Washington Campus’ certificate graduate courses throughout the year and receive academic credits from their home institutions. Students from accredited non-consortium schools also are welcome to participate, but should check with their home institutions before registering in order to receive academic credits.

The Washington Campus open-enrollment courses are unique, intensive, residency experiences in Washington, D.C., for MBA and other types of graduate and professional students. Courses focus on how specific organizations and industries are affected by public policy; how public policy is made and influenced; and how public affairs and public policy can be strategically and ethically managed to create profitable and sustainable ‘win-win’ solutions for business, government, and society.

The Washington Campus courses are a uniquely valuable personal and professional development experience. Participants learn directly from those who actually make and shape public policy: corporate public affairs and government relations executives; leaders of associations, think tanks, and non-profit organizations; lobbyists; the media; current and former members of Congress and congressional staff; current and former leaders in the Executive Branch and from independent regulatory agencies; and much more.

"By far one of the best experiences I’ve had throughout my MBA program."

"This course should be required for all MBAs."

Technology, corporate strategy, and public policy:
Discussion with Astri Kimball Van Dyke,
Senior Policy Counsel, Google

Discussing trade, tax, and immigration policy:
With Senator Todd Young

Strategic management of global public affairs:
Discussion with Jessica Zielke, Director,
Federal & Diplomatic Government Relations,
The Coca-Cola Company
Managing Business, Public Affairs, and Public Policy: 
A Washington, D.C. Graduate Residency Course 
Sample Agenda

**Monday @ The Washington Campus**

**WELCOME AND INTRODUCTION TO THE PROGRAM**

**THE ROLE OF LOBBYISTS AND INTEREST GROUPS IN THE PUBLIC POLICY PROCESS**  
*The Honorable Bruce Mehlman*  
Founder and Partner, Mehlman & Co.; Executive Director, Technology CEO Council  
*Former Assistant Secretary for Technology Policy, U.S. Dept. of Commerce*

**STRATEGIC MANAGEMENT OF PUBLIC AFFAIRS AND PUBLIC POLICY**  
*Ms. Courtney Geduldig*  
Executive Vice President, Public Affairs, S&P Global

**THE IMPORTANCE OF REGULATORY PROCESSES, POLICY, AND ADVOCACY**  
*Mr. Michael Fitzpatrick*  
Head of Regulatory Advocacy, GE  
*Former Associate Administrator, Office of Management and Budget*

**UNDERSTANDING THE DYNAMICS AND IMPLICATIONS OF THE FEDERAL BUDGET: THE BUDGET GAME**  
An Interactive Group Exercise

**RECEPTION AND NETWORKING**

**Tuesday @ The National Press Club**

**THE FEDERAL BUDGET: DEBT, DEFICITS, AND CONSEQUENCES**  
*Dr. Josh Gordon*  
Policy Director, The Concord Coalition

**THE BUSINESS OF HEALTH CARE AND HEALTH CARE POLICY**  
*Governor Howard Dean, MD*  
*Former Governor of Vermont and Democratic National Committee Chairman*

**THE ROLE OF MEDIA IN SHAPING POLITICS AND POLICY**  
*Mr. James Hohmann*  
National Political Correspondent, The Washington Post

**MANAGING GLOBAL CORPORATE PUBLIC AFFAIRS: CASE STUDY OF INTERNATIONAL TRADE POLICY**  
*Mr. Brad Figel*  
Vice President of Public Affairs – North America, Mars Incorporated  
*Ms. Michelle O’Neill*  
Senior Vice President, Global Government Affairs & Sustainability, Alcoa
Wednesday @ U.S. Capitol

VISIT AND DISCUSSION: HOW CONGRESS WORKS – OR NOT (U.S. House Floor)

The Honorable Al Wynn
Former Member, U.S. House of Representatives

VISITS AND DISCUSSIONS: MEMBERS OF U.S. HOUSE AND SENATE, OFFICES AND STAFF

Congress will be in session and a list of hearings scheduled for the day will be provided in advance. Students should attend hearings and may visit the Senate and/or House offices of Members who represent their own hometown or university (if different than pre-arranged group visits), tour the Supreme Court, the Capitol and the Library of Congress.

ATTEND CONGRESSIONAL COMMITTEE HEARINGS

RECEPTION AND DISCUSSION WITH CONGRESSIONAL STAFF

Thursday @ The Washington Campus

WORKSHOP: THE COMPLEXITY OF REGULATORY POLICY MAKING: An Interactive Group Activity
Mr. Jonathan Gledhill
President, Policy Navigation Group

CASE STUDY OF HIGH TECH: TECHNOLOGY, PRIVACY, AND COMPETITION POLICY
Ms. Johanna Shelton
Director, Public Policy & Government Relations, Google

COLLECTIVE ACTION: THE ROLE OF ASSOCIATIONS IN THE PUBLIC POLICY PROCESS
Ms. Mary Jane Saunders
Vice President and General Counsel, The Beer Institute

WHY BUSINESS LEADERS MUST UNDERSTAND POLITICS AND POLICY MAKING
Mr. Michael Steele
MSNBC Political Analyst
Former Chair, Republican National Committee and Former Lt. Governor of Maryland

Friday @ The Washington Campus

THE ROLE OF INDEPENDENT REGULATORY AGENCIES: CASE STUDY OF THE FTC
Ms. Lesley Fair
Senior Attorney, Consumer Protection, U.S. Federal Trade Commission

INTEGRATING CORPORATE SOCIAL AND ENVIRONMENTAL POLICY INTO BUSINESS STRATEGY
Ms. Katherine Neebe
Governance (ESG), Trust & Transparency, Walmart

CYBERSECURITY POLICY: CHALLENGES FOR BUSINESS AND GOVERNMENT
Ms. Siobhan MacDermott
Lead, Bank of America, Global Cyber Public Policy Team

Concluding Remarks and Discussion, followed by Exam. Adjournment.
Sample Syllabus for

MANAGING BUSINESS, PUBLIC AFFAIRS, AND PUBLIC POLICY

A Washington, D.C., Residency Course
for E/MBA and Graduate and Professional Students
Presented by The Washington Campus

Dr. Michael D. Lord
President
The Washington Campus

LOCATION
The Washington Campus
1150 18th Street NW
Suite 400
Washington, D.C. 20036
This experiential residency course is an intensive, applied seminar focused on the strategic management of public affairs and public policy. We will explore, explain and discuss the processes and impacts of public affairs and public policy, especially those that affect business and the economy. It will also present information about the organizations and individuals who make decisions and the stakeholders who influence, and are influenced by, policy outcomes. Participants will learn how the federal government, as well as other actors and factors such as corporations, associations, the media, and non-governmental organizations, shape policy making. Additionally, participants will learn how leaders of organizations can most effectively, ethically, and efficiently communicate their messages, inform the policy-making process, and advance their interests through sound advocacy strategies.

This course is not designed to be an abstract civics lesson. Experienced practitioners in the public policy arena will share their perspectives on how the federal government really works and which policy-shaping tactics and strategies are more or less effective in different contexts and situations. Participants will visit with a variety of policy and advocacy experts, such as current or former members of Congress and congressional staff, as well as various regulators and agencies. These insights will provide participants with critical information about the public policy issues and dynamics that are most likely to affect a variety of sectors, both now and in the future.

Participants also will learn how professionals, executives, and entrepreneurs can most effectively and ethically engage in the policy making process – i.e., to advance their interests, while also crafting and implementing overall organizational strategies that wisely incorporate the critical factors of government, politics, and policy. The ultimate goal of the course is to empower participants to be better managers, leaders, and citizens: more knowledgeable and able to advance their objectives in the context of an ever-changing governmental, political, and policy landscape.
The readings and website references provided in advance will be discussed during the program and will serve to prepare you intellectually and practically for your residency in Washington, D.C. Approximately one-third of the final exam questions may make reference to these readings. The readings take approximately ten hours to complete.

**Assurances of Learning and Course Assessment**

Participants’ course grades are determined by: (1) an individual exam at the end of the final program day, covering key topics and concepts from both the assigned readings and from the discussions and experiences during the week; (2) a company/industry-based team project involving the design of an effective health care policy advocacy strategy. Your grade will be determined by both the individual exam (50%) and group project (50%).

**Individual Exam:** The exam will consist of short and long essay and multiple choice and true/false questions. At least one-third of the questions may reference the required preparatory readings. The remainder of the exam questions will come from material covered in the various sessions and experiences during the week. Most questions will tend to focus on major repeated points of emphasis, as well as critical (i.e., not obscure) details.

**Team Project:** You will be assigned to a team of up to five individuals for the purpose of your group project, and will have up to two weeks following the Washington residency to submit your project electronically to the faculty director and program coordinator.

The team project will require you to develop an advocacy strategy on a federal policy issue that presents a challenge to and/or an opportunity for your selected company/organization. The Power Point presentation you create is meant to convince the overall organizational leadership of the importance and wisdom of proceeding with your specific plan of action. It should include many of the strategic considerations and tactical details that will be referenced throughout your D.C. course residency.

Please make every effort to meet your team at the start of the course week so that you can discuss possible topics. Read the team project description (attached) in advance, before coming to Washington, D.C., in order to get started on ideas. Additional information regarding the content and format of the group project will be discussed at the start of, and throughout, the program itself.

Your team is expected to have approved by the faculty director, in person and by no later than the last day of the residency, the topic and company/organization that your team will select for the project. This approval should come no later than the final day of the D.C. residency. The project must be completed in a clear presentation format (e.g., PowerPoint or PDF) and submitted electronically to the program coordinator. It is due two weeks after the residency ends.
COURSE EXPECTATIONS AND REQUIREMENTS

- Participants must attend all sessions.
- Punctuality is very important to ensure everything remains on schedule and otherwise in good order. However, please do not arrive more than 30 minutes early, as certain offices and venues may not be open before that time.
- It is the policy of the Washington Campus, out of respect for our speakers and fellow participants, to discourage the use of laptops and mobile phones during sessions, unless specific conditions dictate otherwise. However, the week often calls for computer use outside of class, so bringing a laptop to use outside of class is a good idea.
- You must bring a government-issued driver’s license, passport, or similar picture ID to be allowed entry into certain government buildings.
- Business attire is appropriate. Suitable business casual attire may be fine depending upon a given day’s particular agenda. Specific guidance in this regard will be given in advance during the residency week.

TEAM PROJECT DESCRIPTION

**Team Project:** You will be assigned to a team of up to five individuals for the purpose of your group project, and will have approximately two weeks following the Washington residency to submit your team project electronically to the faculty director and program coordinator. Additional information regarding the content and format of the group project will be discussed at the start of and throughout the program. The group project must be completed in a clear presentation format (e.g., Power Point) and submitted electronically.

**The Goal:** You, as the corporate public affairs and government relations team, are to create, outline, and detail a public policy advocacy strategy on a current or future federal-level policy issue that will significantly affect your company’s/organization’s operations and performance.

**The Scenario:** Your ad hoc corporate public affairs and government relations team has been assigned an important task. A national public policy issue has arisen that is of great importance to your company. (The team will pick the specific company and policy issue.) The top management team is keenly interested in the topic and needs your expertise. The company’s entire Washington, D.C. government relations and public affairs staffs were dismissed two weeks ago, because they were unable to generate a plausible public policy advocacy strategy on several previous major issues.

**The Assignment:** By chance, the CEO learned that your team has just participated in an intensive “Managing Business, Public Affairs, and Public Policy” D.C. residency course. Congratulations! Your team is next in line to take over the task of generating an effective policy advocacy strategy in order to address this critical issue. If you develop and implement a winning strategy, you will be rewarded with the new positions of Senior Vice President for Public Affairs and Senior Directors of Government Relations and Public Policy.

**The Deliverable:** Your team must develop a presentation to the company’s top management team. They will not accept a 100-page report on how difficult and complicated things are in Washington, D.C. You have a maximum of 10 Power Point slides to make your case. Keen
strategizing, quick prioritization, and clear organization obviously are essential. Being succinct does not mean that you do not need to address key details. Figure out what matters, why, and drill down quickly and deeply into the relevant details.

Factors and Details to Consider

The Business: What is the impact of the specific policy, and the politics that go along with it, on the company’s or organization’s strategy, operations, and ‘bottom line’? How will the company’s overall brand and reputation be viewed by various key stakeholders? Does the company have abundant, or limited, resources and capabilities? How will the team’s political and policy strategy, if successful, enhance the company’s operations, its efficiency and effectiveness, costs and revenues – its overall performance?

Policy and Political Strategy and Tactics: Define the specific policy objective. What overall policy strategy and specific political tactics will be a good fit for the company and industry? Where should time, attention, energy, and resources be invested? Is the strategy holistic and coherent both internally and externally? Does it properly integrate individual tactics and functions? Is it creative and still realistic? What are the key details? What kinds of compromises might be best (or necessary) in order to carry out the plan? Which tactics will be the most effective? How will they work together to enhance each other? How will they be organized and executed? Who will be involved? What will this cost?

Executive Branch and Congress: With regard to the Executive Branch, which Federal departments/agencies and regulatory agencies have jurisdiction over your policy issue? Is there an opportunity to involve the White House, Cabinet, or independent regulatory agencies and staff? Which committees or subcommittees of the House and Senate have jurisdiction over your issue? Is this a legislative or regulatory strategy, or a mix of both? How will you gain access to, and have an effective ‘voice’ with, these key stakeholders? How can you enlist the support of or counter the opposition of the Executive Branch, Congress, or other key policy makers?

Other Factors: Be sure to consider the variety of advocacy tools and tactics, including their usefulness and appropriateness for pursuing your objective. What are the roles, if any, of coalitions, the media and social media, associations, ‘grasstops’, grassroots, think tanks, third-party validators, and other key stakeholders in accomplishing your goal?

Details of Your Submission: The title slide does not count as part of the ten slides. The title slide should include: the title (including the policy issue); the company or organization name; the names of each team member; and the date. You should include references at the end, and this also will not count toward the ten-slide limit.
If for some reason there is a technical difficulty, virtually all of these readings should be publicly available, either by cutting-and-pasting the URL or by doing a web search on the title.

**U.S. Government**  
(for those who need or would like a review and overview of the fundamentals)

- Executive Branch: https://www.whitehouse.gov/1600/executive-branch
- Judicial Branch: https://www.supremecourt.gov/about/about.aspx

**Looking Ahead to the 2020 Election – Pres. Trump and the Economy**

- Economy Breaks Records on Trump’s Watch. He Wants All the Credit.  
- Tariffs: Donald Trump’s Trust in Trade War Tactic is a Big Electoral Gamble  
  https://www.theguardian.com/us-news/2019/may/12/tariffs-donald-trump-china-trade-war-analysis

**Federal Regulatory Processes**

- Regulation And Deregulation: How Do They Work? (brief video)  
- A Guide to the Rulemaking Process  
- About That Big Regulatory Rollback...  
- The Trump Administration Has Lost More Than 90 Percent of Its Court Battles Over Deregulation  
- The Role of the Office of Management and Budget & OIRA (visit, skim)  
  www.reginfo.gov
- The Federal Regulatory Process, Step-By-Step (visit, skim)  
  https://www.reginfo.gov/public/reginfo/Regmap/index.jsp
- Review and Comment on Proposed Regulations (visit, skim through site)  
  www.regulations.gov

**Background and Context: Managing Global Public Affairs and Government Relations**

- Building and Managing a Global Public Affairs Function (skim, use as resource) –See “Supplemental Reading” on Course Materials Secure Page

**Lobbying and Advocacy in the Public Policy Process**

- Why Americans Dislike Lobbyists and Lobbying - and Shouldn’t  
- The Unlobbyists  
  http://www.nytimes.com/2014/01/01/opinion/edsall-the-unlobbyists.html?_r=2
• How Lobbying has Changed in Donald Trump’s Washington
  https://www.washingtonian.com/2019/03/10/how-lobbying-has-changed-donald-trump-washington/

• Regulatory Lobbying Has Increased Under the Trump Administration
  https://www.brookings.edu/research/regulatory-lobbying-has-increased-under-the-trump-administration-but-the-groups-doing-the-lobbying-may-surprise-you/

• Citizen-Centric Advocacy: The Untapped Power of Constituent Engagement (skim)

Examples of Business Advocacy Organizations (browse/skim)

• Business Roundtable: http://businessroundtable.org/
• U.S. Chamber of Commerce: https://www.uschamber.com/
• National Federation of Independent Business: http://www.nfib.com/
• National Association of Manufacturers: http://www.nam.org/
• Find and browse your own industry’s association(s)

Examples of Think Tanks (browse/skim)

• American Enterprise Institute (AEI): http://www.aei.org/
• The Brookings Institution: https://www.brookings.edu/
• Council on Foreign Relations: https://www.cfr.org/
• Cato Institute: https://www.cato.org/
• Bipartisan Policy Center: https://bipartisanpolicy.org/
• Kaiser Family Foundation: https://www.kff.org/
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