

First and Foremost
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Outline

The Opportunity	2
The Proposal	2
Other Benchmarks	2
Vision	3
Purpose	3
Core Principle	3
Alignment with GWU's Strategic Priorities	4
GSPM Competitive Advantages	5
Table Stakes	6
- Capacity to <i>"Raise Sights, Profile and Money"</i>	
- Support to Raise Academic Execution	
Strengthen and Expand Masters Degree Programs	
- Solidify Signature Political Management Masters Program	7
- Expand Spanish Language Masters	8
- Add International Advocacy Masters	8
- Expand Legislative Affairs and Add State Based Masters	9
- Continue Expansion of Strategic Public Relations Program	10
Invest in Research and Professional Education	
- Initiate Research Effort Focused on Helping Democracy Work	11
- Embrace Case Method	11
- Expand Professional Education programs	12
- Create Center for Continuing Service	12
Other Initiatives	
- Add Joint Masters Programs with Business and Law Schools	13
- Dedicate to Excellence in Marketing and Career Services	13
- Change Masters Degree Titles	13
- Form the International Association of Political Management	13
Summary and Conclusion	14
Exhibit 1: Sequencing of Initiatives	16
Exhibit 2: Distribution of Faculty Roles	17

The Opportunity

The George Washington University Graduate School of Political Management (GSPM) is today not only the first of its kind, but also the best in the world in our chosen niche – applied politics and related disciplines. We have the opportunity to build on our singular status to become more academically rigorous, expand our thought leadership role, extend our global reach and raise our public profile.

The Proposal

The plan requests an advance from the Provost that will be paid back within the five year planning period.

Contingency

If the results of investments fail to achieve their expected outcome, one of the following contingencies would be considered to fulfill the planned payments outlined above: 1) further planned investments would be deferred, 2) the shortfall would be made up by R fund activities (such activities are not reflected in the financials).

Other Benchmarks – Raising GSPM’s Sights, Profile and Money

Sights:

- 5% compound growth rate in credit hours off base of 2012-13

Profile:

- 1-2 A level media appearances (Major International or National TV, Cable or print outlets) referencing GSPM in 2012-13 with 5% growth thereafter
- 5 Congress or Cabinet Member or higher profile GSPM hosted events per year

Money:

- Doubling in fundraising in 2012-13 from year prior, 10%+ growth thereafter
- 5% compound growth in professional education program revenue

Vision

The premier graduate school of applied politics, strategic communications and civic engagement dedicated to educating principled leaders who help democracy work.

Purpose

Helping democracy work

Any organization that seeks to sustain its own success must commit to a purpose that benefits not only itself, but society as well. Such a purpose should align with its core strategy. The biggest challenge the world faces today is not a lack of policy solutions, but the inability to get the politics right – to reach consensus to advance solutions. As the founder of the political management profession, GSPM is dedicated to researching how these political challenges can be best overcome and to providing instruction that increases the likelihood vital issues will not just be debated, but effectively addressed.

We will dedicate our research and teaching to how to win campaigns in a manner that allows the flexibility to govern; to advocate with the general interest in mind, and to address the ongoing need to govern in an age of the permanent campaign.

Core Principle

Full spectrum

- Not non-partisan – we are The school for those passionate about politics and their political beliefs that seek to truly make a difference through political action
- Not just bipartisan – many countries have multiple parties
- We embrace those of all representative political ideologies –and put them in settings where they learn to respect and work with each other.

Alignment with GWU’s Strategic Priorities

The strategic plan for the Graduate School of Political Management (GSPM) is well matched to the four themes that George Washington University (GWU) is using to anchor its long-term plans.

1. **Global Education** – The GSPM has a strong global focus including a decade of experience teaching applied politics in Latin America and Europe. Our plan calls for growth in global programs.
2. **Policy and Governance** – Advancing policy through politics and governance is at the very core of GSPM.
3. **Interdisciplinary Work** – GSPM has joint programs with Columbia College’s Political Science Department and the School of Media and Public Relations. The plan calls for immediately pursuing joint programs with Business and Law, with potential for specialized advocacy masters programs in tandem with other GW Schools.
4. **Citizenship and Leadership**– The strategic focus of the GSPM – with an emphasis on *helping democracy work* is focused on a vision of strengthening citizenship, both in the United States and across the globe. GSPM graduates as political managers and communications professionals foster ties between citizens and leaders.

GSPM Competitive Advantages

1. **Founder of New Profession** – 25 years ago GSPM was founded in the belief that the profession of political management was emerging into a self-conscious community bound by an increasingly sophisticated pool of common techniques. GSPM's head start with over 2,500 alumni actively engaged in this profession and related fields positions it to become a profession defining institution.
2. **Uniquely Focused on Applied Politics** – not on how to choose your optimum outcome (the focus of political science or policy programs), but how to *achieve* your chosen political outcome by winning campaigns, advancing legislation, or enlightening public opinion. GSPM's highly focused curriculum sets it apart from other academic offerings and prepares students for well-established career opportunities. GSPM's full-time faculty all blend academic and professional experience and are dedicated to leading unique programs of unmatched quality while providing thought leadership in their fields.
3. **Being located in Washington, DC, the world's capital of democratic politics** gives GSPM distinct advantages over schools located elsewhere.
 - We have access to the world's best face-to-face adjunct faculty as Washington is home to the strongest pool of talent with hands-on experience applying the latest tools, techniques and technology to advance political ends.
 - Furthermore, our Washington location gives our students access to unparalleled applied politics and communications career development opportunities.
4. **Extensive International Experience** – a decade of experience in teaching applied politics in Latin America and Europe with programming adapted to the local region. GSPM's new Spanish Language Masters in Political Communication and Governance focused specifically on the Latin American political environment is a key differentiator.
5. **Experience Teaching Multiple Formats** – GSPM faculty have effectively taught using a broad range of programs, including Masters degree courses (face to face and online), certificate programs, professional education open enrollment and custom programs.

Table Stakes

Capacity to “Raise Sights, Profile and Money”

During Mark Kennedy’s public interview for the position of Director of GSPM, he said it would be his role to raise GSPM’s sights, its profile and its money. In order to have the capacity to provide that leadership, the addition of critical supporting staff (Senior Advisor, Media Associate Director and dedicated development support) is included in the plan. This will allow for increased visibility through expanded media appearances and high-profile speakers that will make the school more attractive to both potential students and donors.

Development efforts will be initially focused on:

- Directors Circle of annual donors to support emerging opportunities
- Development of annual (Helping Democracy Work, Political Manager / SPR Person of the Year) and biannual (Congressional Hail and Farewell) dinners
- Scholarship funding
- *Helping Democracy Work* research funding
- Case-development program support (initially from foundations)
- Self-sustaining Center for Second Service
- Alumni recognition and expanded annual fund participation

Longer-term development efforts include support for:

- New physical location with view of the Capitol dome
- Endowed professorships
- Naming rights –School, Centers

Support to Raise Academic Execution

GSPM has operated with both a skeletal level of full-time faculty and staff supporting academic efforts. In order to improve the level of academic execution, the plan includes investment in:

- Professionals in Residence (PIR) Positions (approximately \$10,000/year plus adjunct teaching rate per PIR)
 - These positions would teach one – two courses a year and provide administrative academic support (mentor independent studies, grade comprehensive exams, monitor online course discussions and thesis advisors)
- Fellows (approximately \$10,000/year each)
 - Fellows would be high profile and would amongst other things provide guest lectures, participate in conferences, attend receptions and write at least one major article per year as a GSPM fellow
- Graduate Assistants – Would support academic and research activities
- Upgrade Student Services position to an Academic Services role with expanded responsibilities for supporting faculty

Not only will these new roles allow for a higher quality of academic execution and growth, but also adding the Professional in Residence and Fellowship roles will allow the opportunity to immediately diversify the academic leadership team.

Strengthen and Grow Masters Degree Programs

Solidify our Signature Political Management Masters Degree Program

Enrollment in the school's foundational masters has fallen by a third in recent years from 3,500 credit hours in 2006-2007 to less than 2,500 hours in 2011-2012 with applications down for the coming year. Reasons for this could include the high price of the program with minimal financial aid, prolonged inaction on long-standing student dissatisfaction with the program, apolitical marketing focus and perhaps growing disenchantment with politics as reflected in lower approval ratings of Congress. The most important variable we can control is likely the lack of permanent directors for GSPM and the Political Management Program. Proposed action to address these actions include:

- Finalize search for Permanent Program Director
- Double the amount of financial aid allocated to the program with growth greater than tuition increases going forward
- Change the curriculum to reflect student input and more effectively teach core concepts and skills while allowing more electives to enable students to develop specialized blends they can take into the job market and public sphere.
 - Combine leadership and ethics courses into one on *Principled Political Leadership* to be crafted and initially led by Mark Kennedy
 - Replace *Principles of Communications* with a course on *Professional Political Communications* for those students that do not pass out of it during orientation – therefore those who need help will get it and those that do not can take another elective (*Communications Strategy* would still be required)
 - Modify *Research Methods* course to be more applied in nature
 - Re-craft the Capstone to be more experiential and offering existing capstone as an elective on negotiations
 - Eliminate prescribed tracks that limit flexibility on electives
- Add current GSPM students of both liberal and conservative leanings (one each) as part time employees who can *talk the talk* with prospective students
- Initiate partnerships with academic and political institutions that harbor prospective students for the program.
- Increase attention to student recruiting, including new joint program with GW's Political Science Department and School of Media and Public Affairs

In addition, more attention is being paid to faculty quality, course alignment with program goals, consistent quality between face-to-face and online programs and student recruitment.

Although not incorporated yet into the strategic plan, initial discussions with the Teamsters could lead to offering a Masters in Labor Advocacy. This would incorporate courses from both Political Management and Legislative Affairs. It could incorporate some state based components that would compliment efforts to develop a Masters in State Legislative Affairs. In addition, we are considering reinvigorating our Community Advocacy Certificate. This could lead to specialized Advocacy Masters (Sustainability, Healthcare, Education) in tandem with other GW Schools

Investment required – no new lines requested

- Completion of search for permanent Political Management program director
- Replacement of Chris Arterton position consistent with his probable retirement from full time teaching at the end of 2012-2013 academic year

Benefit of investment – stabilizing enrollment trend after years of downward drift

Expand Spanish Language Masters

Significant opportunity exists to expand the newly launched Spanish language Masters in Political Communications and Governance. While the base program is expected to be 25 - 35 students, an opportunity exists to greatly expand reach through joint masters programs throughout Latin America and perhaps Spain. Through our decade long partnership with a Latin American development bank (CAF), GSPM has a longstanding relationship with a dozen leading universities. Many have been requesting a joint masters program for some time. A plan is being developed to offer such programs with GSPM providing at least half of the content through our existing master program.

Investment required – conversion of two research professorships (Luis Raul Matos and Roberto Izurieta) to full-time teaching lines

Benefit of investment – potential for 75 or more enrollees in joint masters from 5-10 universities

Add International Advocacy Masters

Government affairs executives at leading global organizations need to not only understand how to engage Washington, but Brussels, Beijing and Brasilia as well. GSPM intends to fill this unmet need with degree courses in current programs, professional education programming and eventually a Masters in International Advocacy. In so doing, GSM will explore opportunities to draw on the resources of and collaborate with the Elliott School.

Ultimate goal is to develop a cohort based Masters in International Advocacy. The program would seek to build a cohort of up to 25 students commencing annually in September with the initial class of 15 targeted to begin in the fall of 2015. Ideas for components of Masters programming include:

1. 20-24 month duration
2. Week long orientation residency in Washington
3. Three – five day residencies taught primarily by adjunct faculty drawn from regional partners in:
 - Europe (including EU, France, Germany, Italy, Spain, UK)
 - East Asia (including coverage of China, Japan and Korea)
 - Latin America (including Latin America not covered in Washington)
 - India / SE Asia (including coverage of India, Indonesia, Australia)
 - East Mediterranean (including East Europe, Gulf countries, Israel and Africa)
4. Select courses offered online from existing catalog of GSPM courses
5. Week long synthesizing residency in Washington

Building up to offering of an International Advocacy degree program, Kennedy in F'2013 and Kennedy together with a new faculty line F'2014 would expand the number of International Advocacy degree and professional education courses including weeklong residencies abroad (similar to those Kennedy has taught for Johns Hopkins). A vital first step is to develop expanded exchanges / relations with leading international schools to provide source of regional adjunct faculty and possible hosts for international residencies.

Investment required:

- Travel and course development to expand international exchange programs and lay groundwork for residency programs, including the identification of adjunct faculty in international locations. This would include part-time staff / consultant.
- New teaching line in 2014-15 to teach 2 courses and develop Masters in International Advocacy program

Benefit of investment:

- Annual cohorts of 15-25 International Advocacy students beginning in 2015-16
- International study opportunities for GSPM and GWU students
- Addition of high quality international exchange students to Washington based classes
- Increased global profile for GSPM and GWU

Expand Legislative Affairs and Add State Legislative Affairs Masters

A key success in recent years in this program was adding a cohort of 25 Army Fellows that complete a masters program each year. Not only is the Army pursuing a five-year contract, but there is also a possible opportunity to add military fellows from one or more additional branches. In addition, there is significant opportunity for growth amongst civilian students for this highly practical degree.

An opportunity exists to offer a State Legislative Affairs Masters specific to leading states. Five core courses from our existing legislative affairs program would be adapted to be state specific and taught by adjuncts in each selected state capital. Six courses relevant to all states would be offered online to complete this 33-credit Masters program.

Investment required:

- Immediate new line requested to support growth in the program and initial development of State Legislative Affairs Masters program
- Additional line requested for 2014-15 to develop and teach online States Legislative Affairs Masters courses

Benefit of investment:

- 15 additional students either from new military branch or expanded enrollment
- Annual cohorts of 15+ enrollees in each of 2 states beginning in 2014-15, expanded to 4 states in 2016-17

Continue Expansion of Strategic Public Relations Program

After an initial burst, the growth our GSPM's Strategic Public Relations (SPR) face-to-face program has plateaued due to new and extensive competition in multiple DC Metro schools. In an attempt to provide further differentiation, we will experiment with specialized (sustainability, non-profit) public relations certificate programs. These programs will add credit hours, increase enrollment and program visibility and provide some feed-in to the full Masters program. Our larger online program continues to grow and remains one of the best online programs nationally.

Investment required:

- No additional lines requested beyond academic support roles described above
- Added marketing focus on specialized certificates

Benefit of investment:

- Added marketing expected to enhance visibility for program and provide differentiation of from DC area and national competitors to fuel continued growth
- Potential for certificates to be taken as non-credit and thereby attract Executive Education prospects

Invest in Research and Professional Education

Initiate Research Effort Focused on Helping Democracy Work

Advanced democracies face unique challenges of balancing budgets strained by social costs as populations age, diminished competitiveness relative to vibrant emerging economies and political gridlock due to highly developed and entrenched advocacy organizations on both sides of nearly every issue. The expansion of social media has resulted in an increased fragmentation of the electorate and dispersion of political power, making alignment more challenging. Research and programming is desperately needed on how opposing viewpoints can be bridged to reach resolution on the most pressing issues and to preserve the vitality of these important democracies. As the premier school in applied politics, GSPM is uniquely positioned to lead research into *helping democracy work*, including:

- Identifying the primary causes of gridlock (partisan districts, lack of interaction between those of different parties, filibuster rules, disdain for collaboration) and solutions (redistricting, gift rule and filibuster reform, art of political deal making)
- How parties effectively address roadblocks raised by entrenched governments

Investment required – New teaching line in 2013-14 to teach 2 courses and time dedicated to crafting, seeking support for (in tandem with the director) and executing *Helping Democracy Work* research efforts in the Global Center for Democracy in Action

Benefit of investment – contributions for research, elevate profile for GSPM and GWU

Embrace Case Method

As a school of applied politics, GSPM is more akin to a law school or business school than a liberal arts school. Law schools have always been focused on teaching through cases. Business schools adapted the case method to ensure that instruction was organized in a way to transmit core concepts of application theory and frameworks to find solutions of real world challenges. Working to incorporate cases to the curriculum can ensure a practical orientation in instruction and enhance student understanding. GSPM plans to take the lead to develop, assemble and offer for sale those cases would help cement its leadership role in applied politics education.

Investment required – Director of Case Research, research assistants, case writers, increased faculty time devoted to case research supervision beginning in 2013-14

Benefit of investment – Development support for case development, case sales

Expand Professional Education programs

There is a large and profitable untapped market for insights on political management and strategic communications for both practitioners and other actors in the political process – particularly those actively engaged in national politics in the United States. As the world’s leading school of applied politics, GSPM is ideally positioned to deliver that programming. Building on the existing \$1 million in professional programming (Latin America and Europe) will be a primary focus of the requested Global Center for Democracy in Action.

GSPM stands ready to collaborate with other GWU units engaged in professional education to include cross-listing offerings and mutual revenue sharing agreements benefiting both party selling and delivering program.

Examples of programs being considered include:

- “Washington Roadmap” for embassies and international audiences
- “Latin America Political Landscape”, which is of heightened importance with recent nationalizations
- “Communicating with Congress”
- “Appropriations process”
- “International advocacy”

Investment required:

- R-funded Director of Global Center for Democracy in Action (Chris Arterton)
- R-funded staff dedicated to expanding professional education programming

Benefit of investment:

- Reaching new audiences with GSPM’s unique programming.
- Expanded revenue sources
- Expanded visibility

Create Center for Continuing Service (incorporates Veteran’s Campaign)

Program to offer both credit granting and professional education programming customized to the needs of veterans seeking to engage in public life.

Investment required:

- Assume role of Veteran’s Campaign and its Director, Major Seth Lynn
- Such role will be initially funded from C-Funds reflecting contributions to Army Fellows program.
- Plan is for role and program to eventually become completely funded by R-Fund
- Direction being initially provided by Steve Billet, Legislative Affairs Program Director

Benefit of investment:

- Student Recruitment both to GWU and GSPM
- Additional programming designed specifically for Veterans

Other Initiatives

Add Joint Masters Programs with Business and Law Schools

Harvard's Kennedy School of Government has joint programs with not only Harvard Business and Law, but with four other business schools and nine other law schools. As an applied school, GSPM is a more logical partner for business and law schools. Key initial focus will be on establishing joint programs with GW Business and Law.

Dedicate to Excellence in Marketing and Career Services

Develop unified database to support all GSPM activities (using existing Salesforce.com platform). Special focus will be paid to elevating support for student and alumni career development activities.

Change Masters Degree Titles

Current degree title of Masters in Professional Studies limits marketability of graduates. Short of being allowed to offer Masters in Arts, goal would be to offer Masters in Political Management, Masters in Legislative Affairs and Master in Strategic Public Relations.

Form the International Association of Political Management

Such an association could include the programs we have helped to nurture throughout Latin America. Ultimate Goal would be to authorize criteria for designation as a Certified Political Manager.

Seek Additional Space

Execution of this plan anticipates increases in the number of faculty and staff. Given space constraints, it is essential that supplemental space be secured.

Summary and Conclusion

The George Washington University Graduate School of Political Management is well positioned to grow – in stature, visibility and influence. This plan presents an ambitious, but achievable plan to leverage the work and foundation built over the past 25 years to strengthen and expand the school. In the current environment where democracy is struggling with challenges and gridlock that is harming public perceptions of politics and limiting progress, GSPM is in a position to become a positive force for good.

By investing in this plan, and by raising GSPM's sights, profile and money, GSPM can attract and retain strong students, build upon its extensive network of leading full time and adjunct faculty and successful alumni to both strengthen the school and to serve its goal – *helping democracy work*.

Exhibit 1: Sequencing of Initiatives

	F 2013	F 2014	F 2015	F 2016 & F17
Strengthen and Expand Masters				
	Finalize Program Director			
Solidify Political Management Program	Revamp curriculum			
	Replace Arterton Line			
Expand Spanish Masters	Convert Matos/Izurieta to teaching faculty			
		Work to develop joint degree programs		
International Advocacy Masters	Travel / lay groundwork	Add new faculty line		
		Begin development of courses		
			First classes launched	
Expand Leg Affairs/	Add new faculty line		Launch classes in 2 states	
Add State Masters	Develop state course		Add new faculty line	+2 State – F'17
Strategic PR	Increase marketing focus on specialized certificates			
Invest in Research and Professional Education				
Research - Helping Democracy Work		Add new faculty line		
		Increase focus on research support		
Embrace Case Method	Seek Foundation Funding	Add Director Case Research		
		Add research assistants, case writers, increase time invested by faculty		
Expand Professional Education	Add R-funded Director of GCDIA and staff			
Center for Second Service	Assume Director and Veteran's Campaign			
Other Initiatives				
Joint MBA/JD	Initiate talks			
		Establish first joint program		
Marketing Career Serv.	Develop unified database			
		Expand initiatives		
Change Degree Titles	Seek approval for change			

Exhibit 2: Distribution of Faculty Roles

The GSPM faculty together must perform several roles:

- Teaching
- Research - peer-reviewed journals, books or case development
- Media – raise profile of school through media exposure
- Program Direction
- Program Development
- Development to raise funds for priorities

While being responsive to the interests of individual faculty members, care will be taken to ensure the overall mix of time allocation meets the needs of GSPM. In addition to the new roles bolded below, GSPM seeks a general understanding that one additional teaching line would be approved for every additional \$300,000 in sustainable net cash flow in excess of that required to repay the loan from Rice Hall.

Professor	Program	Date	Teach	Research	Media	Direct	Program	Dev
Kennedy	GSPM	Base	X		X	X		X
Cornfield	PMGT	Base	XX		X	X		
D. Johnson	PMGT	Base	XX	XX				
New CA	PMGT	Replace	XX	X	X			
Billet	LGAF	Base	XX		X	X		
Wiley (1/2)	LGAF	Base	XX					
New SLA-FTF	LGAF	2012-3	XX	X Yr2 >	X Yr2 >		Yr 1	
New SLA-OL	LGAF	2014-5	XX	X Yr2 >	X Yr2 >		Yr 1	
Parnell	SPR	Base	XX		X	X		
Raul (30%)	INTL	Convert	X		X	GCDIA		
Izurieta (30%)	INTL	Convert	X			GCDIA		
Intl Advocacy	PMGT	2014-5	XX	X-Yr 2 >		X	Yr 1	
Arterton (50%)	GCDIA	2013-4		X	X	X		X
New-Research	GCDIA	2012-3	X	XXX				