



## Class details

POL-UA9994005 Topics: - Campaign  
Strategy & Media  
Spring 2015  
Wednesdays, 9am–12pm  
Location to be confirmed.

## Instructor Details

Tad Devine

## Class Description

The goal of this course is to understand the factors that shape campaign strategy and how campaigns influence and persuade voters through advertising, speeches, free media and debates. The course will combine theory and practice, and will examine case studies from both domestic and international campaigns. Through presentations and a multi-media framework, we will examine campaign strategy and media in practice and the key factors and events that are part of a successful strategy and campaign that moves voters.

The format of the course will be multi-dimensional including lectures, discussions, interactive activities, documentary films, television commercials, insider campaign video, and other media sources. The instructor will use a keynote presentation format to review the material and present video clips and commercials to lead and inform class discussions.

Additionally, this course will focus on the following areas:

- The integration of research and strategy
- The creative process of television ad production
- Campaign message development
- Debates and major set piece events like speeches and interviews
- Understanding and mobilizing voters
- The nexus between money and strategy in politics
- Technology and how it shapes strategic decision-making
- The future of strategic decision making in political campaigns

## Desired Outcomes

- Obtain a better understanding of how campaigns develop strategy

- Improve writing and presentation skills by producing a comprehensive strategy memo and campaign plan
- Improve critical thinking through reading, classroom discussion and writing

### Assessment Components

Each student is required to complete three written assignments and to attend class and participate in class discussions. The first written assignment is a 2 to 3 page outline of the strategy memo, which will be graded, but the grade will not count towards the final grade. The second assignment is a 15-page campaign strategy memo should set forth the basic strategy for a campaign (for US Senate, House, statewide, local office, or a foreign campaign), chosen by the student and approved by the instructor, which is occurring in the 2015/2016 election cycle. With permission from the instructor, a student may select a campaign from a later election cycle, such as a foreign campaign outside the US after 2016.

The final assignment is a written campaign plan. The plan should be at least 25 pages in length in memorandum form and can be longer, including charts and graphs. The plan will be written for the same campaign chosen by the student as the topic of the mid-term strategy memo. The memo can be presented in memorandum form or as a PowerPoint/Keynote presentation. The PowerPoint/Keynote presentation will need to be longer than 25 slides, and the length can be agreed to with the instructor.

Students will be expected to be familiar with all assigned readings and should be prepared to discuss them in class.

Failure to submit or fulfill any required course component results in failure of the class.

### Assessment Expectations

#### Grades will be determined on the following basis:

Midterm Strategy Memorandum	25%
Class Participation	25%
Campaign Plan	50%

Late papers will be penalized a one-half letter grade for each day submitted after the deadline. Students are responsible for keeping copies of all written work until a submission has been graded and returned. Assignments should be submitted by email and by hard copy at the beginning of the class on April 10<sup>th</sup> (for the midterm paper) and by 12 PM on May 22<sup>nd</sup> for the final paper.

The campaign strategy memo outline due in Session 5 will be graded, but that grade will not be counted in the final grade.

**Grade A:** The student makes excellent use of empirical and theoretical material and offers well-structured arguments in his/her work. The student writes a comprehensive memorandum and final plan and participates regularly and intelligently in class discussion while demonstrating strong evidence of critical

thought and comprehensive reading.

**Grade B:** The candidate shows a good understanding of the material studied and demonstrates the ability to formulate and execute an intelligent and coherent memorandum and final plan. And the student participates regularly in classroom discussions.

**Grade C:** The work is acceptable and shows a basic grasp of the material studies and the issues discussed. However, the work fails to organize findings coherently and is in need of improvement, and classroom participation was minimal.

**Grade D:** The work passes because relevant points are made. However, there may be a problem of poor definition, lack of critical awareness, poor research. The student fails to participate in discussion or misses classes.

**Grade F:** The work shows that the material studied is not understood; there is little or no critical awareness and the research is clearly negligible.

### Grade conversion

NYU Washington, DC uses the following scale of numerical equivalents to letter grades:

100-94	A	76-74	C
93-90	A-	73-70	C-
89-87	B+	69-67	D+
86-84	B	65-66	D
83-80	B-	below 65	F
79-77	C+		

### Attendance Policy

Study abroad at Global Academic Centers is an academically intensive and immersive experience, in which students from a wide range of backgrounds exchange ideas in discussion-based seminars. Learning in such an environment depends on the active participation of all students. And since classes typically meet once or twice a week, even a single absence can cause a student to miss a significant portion of a course. **To ensure the integrity of this academic experience, class attendance at the centers is mandatory, and unexcused absences will affect students' semester grades.** Students are responsible for making up any work missed due to absence. Repeated absences in a course may result in failure. At all Global Academic Centers, unexcused absences will be penalized with a two percent deduction from the student's final course grade.

To seek an excused absence for medical reasons, students must email or discuss with the Academic Program Coordinator in advance of their missed class. For an excused absence, students must produce a doctor's note dated with the exact dates of the missed class and/or exam.

Non-medical absences must be discussed with the Academic Program Coordinator prior to the date(s) in question, who will communicate the absence to all relevant faculty members. If faculty members do not receive notification, the student has not procured an excused absence.

NYU Washington, DC expects students to arrive to class promptly (both at the beginning and after any breaks), to be attentive, and to remain for the duration of the class. If full class attendance and participation becomes a problem, it is the prerogative of each instructor to apply the rule for unexcused absences, which may include a two percent deduction from the student's final course grade.

Students are responsible for making up any work missed due to absence. This means they should initiate email and/ or office hour discussions to discuss any missed lectures and assignments and arrange a timeline for submitting missed work.

Please note that for classes involving a field trip or other external visit, transportation difficulties are never grounds for an excused absence. It is the student's responsibility to arrive at the announced meeting point in a punctual and timely fashion. Staff members may always be reached by cell phone for advice regarding public transportation.

### **Late Submission of Work**

- 1) Written work due in class must be submitted at the beginning of class to the professor.
- 2) Late work should be emailed to the faculty as soon as it is completed. (If the assignment must be submitted in person, the Academic Program Coordinator can collect on behalf of the faculty between the hours of 9–5, M–F.)
- 3) Late work will be reduced for a fraction of a letter grade (e.g., A to A-, A- to B+, etc.) for every day it is late, including weekends.
- 4) Written work during the semester that is submitted 5 days after the submission date (including weekends) without an agreed extension fails and is given a zero.
- 5) Students who arrive to class late for an exam do not have automatic approval to take extra time to complete the exam.
- 6) Students who miss an exam (including the final) without previously arranged permission will receive a zero on that exam.

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7) Assignments due during finals week that are submitted more than 3 days late without previously arranged extensions will not be accepted and will receive a zero. Any exceptions or extensions for work during finals week must be discussed with the Site Director.

### Students with Disabilities

Accommodations are available for students with documented disabilities. Please contact the Moses Center for Students with Disabilities at +1-212-998-4980 or see their website (<http://www.nyu.edu/life/safety-health-andwellness/students-with-disabilities.html>) for further information.

### Plagiarism Policy

As the University's policy on "[Academic Integrity for Students at NYU](#)" states: "At NYU, a commitment to excellence, fairness, honesty, and respect within and outside the classroom is essential to maintaining the integrity of our community. By accepting membership in this community, students take responsibility for demonstrating these values in their own conduct and for recognizing and supporting these values in others." **Students at Global Academic Centers must follow the University and school policies.**

The presentation of another person's words, ideas, judgment, images, or data as though they were your own, whether intentionally or unintentionally, constitutes an act of plagiarism.

NYU Washington, DC takes plagiarism very seriously; penalties follow and may exceed those set out by your home school. All your written work must be submitted as a hard copy AND in electronic form to the instructor. Your instructor may ask you to sign a declaration of authorship form.

It is also an offense to submit work for assignments from two different courses that is substantially the same (be it oral presentations or written work). If there is an overlap of the subject of your assignment with one that you produced for another course (either in the current or any previous semester), you **MUST** inform your professor.

For guidelines on academic honesty, clarification of the definition of plagiarism, examples of procedures and sanctions, and resources to support proper citation, please see:

<http://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/academic-integrity-for-students-at-nyu.html>

<http://gls.nyu.edu/page/gls.academicintegrity>

<http://cas.nyu.edu/page/academicintegrity>

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### Required Text(s)

Title: Campaigning for President 2008: Strategy and Tactics, New Voices and New Techniques  
Editor: Dennis W. Johnson  
Published: April 25, 2009  
ISBN-10: 041599988X  
ISBN-13: 978-0415999885

Title: Campaigning for President 2012: Strategy and Tactics  
Author: Dennis W. Johnson  
Published: July 10, 2013  
ISBN-10: 041583006  
ISBN-13: 978-0415843003

Title: Campaigns on the Cutting Edge (Second Edition)  
Author: Richard J. Semiatin  
Published: April 18, 2012  
ISBN-10: 1452202842  
ISBN-13: 978-1452202846

Title: Collision 2012: Obama vs. Romney and the Future of Elections in America  
Author: Dan Balz  
Published: August 6, 2013  
ISBN: 978-1-101-62276-6  
ISBN-10: 0670025941  
ISBN-13: 987-0670025947

Title: Dispatches from the War Room  
Author: Stanley B. Greenburg  
Published: Feb. 17, 2009  
ISBN: 03123351526

Title: The Voter's Guide to Election Polls (Fourth Edition)  
Author: Michael W. Traugott, Paul L. Laura  
Published: December 28, 2007  
ISBN-10: 0742547175  
ISBN-13: 978-0742547179

#### Films:

Our Brand is Crisis (2006)  
Directed by: Rachel Boynton

**All assigned readings and films should be read/watched prior to coming to class.**

Students will be expected to be familiar with all assigned readings and films and should be prepared to

discuss them in class.

### **Supplemental Texts(s) (not required for purchase)**

Title: Barack Obama and the New America  
Editor: Larry J. Sabato  
Published: Jan. 16, 2013  
ISBN-10: 1442222646  
ISBN-13: 978-1442222649

Title: The Message: The Reselling of President Obama  
Author: Richard Wolffe  
Published: September 17<sup>th</sup>, 2013  
ISBN-10: 1455581569  
ISBN-13: 978-1455581566

### **Additional Required Equipment**

N/A

### **Session 1 – February 4<sup>th</sup>, 2015**

#### **Overview of Campaign Strategy**

Campaigns on the Cutting Edge Ch. 1 (pgs. 3 – 10)  
Campaigning for President 2008 Ch. 1 – 4 (pgs. 31 – 101)

Supplemental Reading: Barack Obama and the New America Ch. 2,3 (pgs. 45 – 74)

### **Session 2 – February 11<sup>th</sup>, 2015**

#### **Developing a Campaign Strategy and Plan**

Collision 2012: Obama vs. Romney and the Future of Elections in America Ch. 1 – 3 (pgs. 11 – 50)  
Campaigning for President 2012 Ch. 1 – 3 (pgs. 1 – 55)

“The strategy that paved a winning path” - The Washington Post - 11.07.12  
[http://www.washingtonpost.com/politics/decision2012/the-strategy-that-paved-a-winning-path/2012/11/07/Oa1201c8-2769-11e2-b2a0-ae18d6159439\\_story.html](http://www.washingtonpost.com/politics/decision2012/the-strategy-that-paved-a-winning-path/2012/11/07/Oa1201c8-2769-11e2-b2a0-ae18d6159439_story.html)

Supplemental Reading: The Message: The Reselling of President Obama Ch. 1 – 3 (1 – 77)

### **Session 3 – February 18<sup>th</sup>, 2015**

## **Integrating Research and Strategy**

Voter's Guide to Election Polls Ch. 1 – 5, 9 (pgs. 1 – 76; 134 – 144)

“How the Presidential Candidates use the Web and Social Media” - Pew Research - 8.15.14  
<http://www.journalism.org/2012/08/15/how-presidential-candidates-use-web-and-social-media/>

“Hillary Clinton is either a huge gift or a big yawn for opposition researchers” - Huffington Post - 7.8.14  
[http://www.huffingtonpost.com/2014/07/08/hillary-clinton-opposition-research\\_n\\_5548713.html](http://www.huffingtonpost.com/2014/07/08/hillary-clinton-opposition-research_n_5548713.html)

“Learning to love oppo researchers, whistle-blowers of democracy” - Washington Times - 7.17.12  
<http://www.washingtontimes.com/news/2012/jul/17/diligent-but-maligned-opposition-researchers-searc/?page=all>

“Oppo: from dark art to daily tool” - Politico - 8.3.11  
<http://www.politico.com/news/stories/0811/60601.html>

Supplemental Reading: Barack Obama and the New America Ch. 1 (pgs. 1 – 43)

## **Session 4 – February 25<sup>th</sup>, 2015**

### **Research: How strategy and Research Merge (Case studies - domestic and foreign)**

Campaigning for President 2008 Ch. 9, 10 (pgs. 163 – 188)

Collision 2012: Obama vs. Romney and the Future of Elections in America Ch. 4 (pgs. 51 – 59)

“Obama Campaign Media Strategy Focuses On Non-Traditional Outlets” - Huffington Post - 9.18.12  
[http://www.huffingtonpost.com/2012/09/18/obama-campaign-media-strategy\\_n\\_1893973.html](http://www.huffingtonpost.com/2012/09/18/obama-campaign-media-strategy_n_1893973.html)

## **Session 5 – March 4<sup>th</sup>, 2015**

### **Message Development in a Strategic Context Campaign Strategy Memo Outline Due**

Collision 2012: Obama vs. Romney and the Future of Elections in America Ch. 7 – 18 (pgs. 87 – 235)

Campaigning for President 2012 Ch. 6 (pgs. 92 – 107)

Campaigns on the Cutting Edge Ch. 3 (pgs. 28 – 47)

“End of an Era? Clinton Media Strategy May Be Due for an Overhaul” - NY Times - 2.28.14  
[http://www.nytimes.com/2014/03/01/us/politics/end-of-an-era-clintons-media-strategy-may-be-due-for-an-overhaul.html?\\_r=0](http://www.nytimes.com/2014/03/01/us/politics/end-of-an-era-clintons-media-strategy-may-be-due-for-an-overhaul.html?_r=0)

“Mitt Romney's Unusual In-House Ad Strategy” - Politico - 10.9.12  
<http://www.politico.com/news/stories/1012/82217.html>

“The Strategy Behind Political Ads” - Politico - 1.13.12

<http://www.politico.com/news/stories/0112/71390.html>

Supplemental Reading: The Message: The Reselling of President Obama (pgs. 78 – 129)

## **Session 6 – March 11<sup>th</sup>, 2015**

### **Message and Strategy: Domestic Campaigns**

Collision 2012: Obama vs. Romney and the Future of Elections in America Ch. 5,6 (pgs. 60 – 84)

Campaigning for President 2012 Ch. 11, 12 (pgs. 172 – 213)

“The Cochran-McDaniel Ad Wars: A closer look” - Politico - 6.23.14

<http://www.politico.com/story/2014/06/thad-cochran-chris-mcdaniel-ads-federal-spending-conservative-credentials-108180.html>

## **Session 7 – March 18<sup>th</sup>, 2015**

### **Message and Strategy: International Campaigns**

Dispatches from the War Room Ch. 4 – 7 (pgs. 179 – 392)

Watch: Our Brand is Crisis

## **SPRING BREAK NO CLASS 3/23 – 3/27**

## **Session 8 – April 1<sup>st</sup>, 2015**

### **Understanding Voters**

Campaigns on the Cutting Edge Ch. 5, 6 (pgs. 69 – 102)

“It’s the ground game, stupid...” - Politico - 11.10.12

<http://www.politico.com/politico44/2012/11/its-the-ground-game-stupid-149204.html>

“Data drove Obama’s ground game” - The Hill - 11.09.12

<http://thehill.com/policy/technology/266987-data-drove-obamas-ground-game>

Supplemental Reading: Barack Obama and the New America Ch.2, 7 (pgs. 45 – 58; 119 – 129)

## Session 9 – April 8<sup>th</sup>, 2015

### Developing a Strategy to Persuade and Mobilize Voters Campaign Strategy Memo Due

Campaigning for President 2008 Ch.6, 13 (pgs. 105 – 125; 222 – 227)

Campaigning for President 2012 Ch. 9 (pgs. 137 – 151)

“The Romney Campaign’s Ground Game Fiasco” - The Daily Beast - 11.09.12

<http://www.thedailybeast.com/articles/2012/11/09/the-romney-campaign-s-ground-game-fiasco.html>

“The Final Push” - The New Yorker - 10.29.12

<http://www.newyorker.com/magazine/2012/10/29/the-final-push?currentPage=all>

“Ground Game: Obama Opens Up Big Lead in State Headquarters” - The Daily Beast - 10.19.12

<http://www.thedailybeast.com/articles/2012/10/19/ground-game-obama-opens-up-big-lead-in-state-headquarters.html>

Supplemental Reading: The Message: The Reselling of President Obama Ch. 7 – 10 (pgs. 150 – 253)

## Session 10 – April 15<sup>th</sup>, 2015

### Fundraising: The Nexus between Money and Strategy in Politics

Campaigns on the Cutting Edge Ch. 2, 10 (pgs. 11 – 27; 157 – 176)

Campaigning for President 2008 Ch.7, 11 (pgs. 126 – 146; 189 – 209)

Campaigning for President 2012 Ch. 4 (pgs. 59 – 80)

“Big Money Donors Demand Larger Say in Campaign Strategy” - NY Times- 3.1.14

<http://www.nytimes.com/2014/03/02/us/politics/big-money-donors-demand-larger-say-in-party-strategy.html>

Supplemental Reading: Barack Obama and the New America Ch.5 (pgs. 85 – 104)

## Session 11 – April 22<sup>nd</sup>, 2015

### Technological Change and the Impact on Strategic Decision-Making

Campaigns on the Cutting Edge Ch. 4 (pgs. 48 – 64)

Campaigning for President 2008 Ch. 5, 8, 12 (pgs. 78 – 101; 147 – 159; 210 – 221)

Campaigning for President 2012 Ch. 5 (pgs. 81 – 91)

Barack Obama and the New America Ch. 6 (pgs. 105 – 119)

“Secret of the Obama Victory? Rerun Watchers, for One Thing” - NY Times - 11.12.14

<http://www.nytimes.com/2012/11/13/us/politics/obama-data-system-targeted-tv-viewers-for-support.html>

“Inside the Secret World of the Data Crunchers Who Helped Obama Win” - TIME - 11.7.14  
<http://swampland.time.com/2012/11/07/inside-the-secret-world-of-quants-and-data-crunchers-who-helped-obama-win/>

“The Media Equation - How Obama Tapped into Social Networks’ Power” - NY Times - 11.9.08  
<http://www.nytimes.com/2008/11/10/business/media/10carr.html>

“Political Technology and Social Media Strategy with Aristotle CEO, John Aristotle Phillips” - Campaign & Elections – 10.11.10  
<http://www.campaignsandelections.com/campaign-insider/997/political-technology-and-social-media-strategy-with-aristotle-ceo-john-aristotle-phillips>

Supplemental Reading: Barack Obama and the New America Ch. 6 (pgs. 105 – 118)  
Supplemental Reading: The Message: The Reselling of President Obama Ch. 6 (pgs. 130 – 149)

## **Session 12 – April 29<sup>th</sup>, 2015**

### **Debates, Speeches and Set Piece Campaign Events Identity Politics vs. Interest Group Politics and a Strategy for Mobilizing Both**

Collision 2012: Obama vs. Romney and the Future of Elections in America Ch. 19 – 24 (pgs. 239 – 317)  
Campaigns on the Cutting Edge Ch. 9 (pgs. 138 – 156)

Supplemental Reading: Barack Obama and the New America Ch. 4, 7 (pgs. 75 – 84; 199 – 128)

## **Session 13 – May 6<sup>th</sup>, 2015**

### **The Future of Strategic Decision-Making in Political Campaigns**

Campaigns on the Cutting Edge Ch. 7, 8, 11 – 14 (pgs. 103 – 137; 177 – 240)  
Collision 2012: Obama vs. Romney and the Future of Elections in America Ch. 25 – 27, Epilogue (pgs. 318 – 348; 349 – 354)

“Using Social Media in Political Campaigns” - New Media Campaigns - 8.21.13  
<http://www.newmediacampaigns.com/page/using-social-media-in-political-campaigns>

Supplemental Reading: Barack Obama and the New America Ch.10-13 (pgs. 153 – 227)

## **Session 14 – May 13<sup>th</sup>, 2015**

### **Campaign Plan Workshop**

No Assigned readings. We will discuss campaign the details of plans, review previous campaign plans and dissect the elements of a great campaign plan.

## Session 15 – May 20<sup>th</sup>, 2015 (FINAL EXAM WEEK)

### FINAL EXAM: Final Campaign Plan Paper Due

The final Campaign Plan written assignment is due at 12 noon.

### Your Instructor

**Thomas A. (Tad) Devine** is a Democratic media consultant and campaign strategist who has developed strategy and produced political ads for candidates in the United States and around the world. He is president of Devine Mulvey Longabaugh, a media and strategic consulting firm in Washington, D.C. He has created media in twenty winning U.S. Senate and Gubernatorial campaigns as well as dozens of winning races for the U.S. House of Representatives and local elected officials. Tad has extensive experience at the highest levels of U.S. Presidential campaigns including serving as a senior advisor to both Al Gore and John Kerry in their Presidential campaigns and is considered a leading expert on the Democratic Party's presidential nominating process and general election strategy.

Tad has also worked on eleven winning campaigns for President or Prime Minister outside the United States including three winning general election campaigns for Fianna Fail in Ireland. Mr. Devine has taught courses on campaigns and media at New York University, The University of Pennsylvania, Boston University, The George Washington University Graduate School of Political Management, and led a study group as a Resident Fellow at The Institute of Politics at Harvard University's Kennedy School of Government. In October 2010, Tad Devine was recognized as one of "the most respected media consultants" in the nation by *USA Today*.

Tad is a member of the Board of Directors of the International Foundation for Electoral Systems (IFES), a nonpartisan NGO, which is a global leader in electoral administration and participation, as well as the promotion of democracy around the world. He is a member of the Bar in the State of Rhode Island and the District of Columbia.