



90-855 Leadership/Management Seminar How Washington Works

Meeting Days: Friday

October 25
November 1, 8, 15, 22
December 6, 13

Time: 1:00pm – 3:50pm (unless noted)

Location: 444 North Capitol Street, NW; Suite 399

Semester: Fall **Year:** 2024

Units: 6 **Section:** Mini 2

Instructor information

Name David P Radzanowski “Radz”
<https://www.linkedin.com/in/david-radzanowski-71076b5/>

Contact Info Email: dradzano@andrew.cmu.edu Text/Mobile: 202-365-1332

Office hours <https://calendly.com/dpradzanowski/one-on-one-in-person>
<https://calendly.com/dpradzanowski/heinz-dc-one-on-one-zoom>

TA information

Name Robin Cole

Contact Info Email: jpcole@andrew.cmu.edu

Course Description

If you want to get something accomplished in DC, you need to know how it works. The purpose of this course is to introduce students to many of the important institutions in Washington, the context of why they are important, and how they interact with each other. Additionally, the class will discuss current political topics and will practice writing and speaking techniques to be effective in support of policy making in your fellowship organizations. Understanding how Washington works will help you produce higher quality products and more effective analysis. Finally, the class will interact with practitioners to gain further appreciation of what it means to successfully support public institutions.

Prerequisites

None

Learning Outcomes

- Describe and define the importance of key institutions/sectors in the policy making process.
- Explain in depth the role and importance of each student's Fellowship organization in Washington.
- Select, identify, and explain key organizational information and the most important current policy issues your organization, or selected organization is, or should be addressing following the Presidential Election.
- Demonstrate analytic, concise writing and oral presentation skills through class participation, memorandums, and a final presentation.

Key Deliverables

Date	Deliverable
Oct 25	<p>Oral Overview of Your Fellowship</p> <p>For our first class, come prepared to describe the role and function of your fellowship organization. If a larger organization, also describe the role and function of the sub-organization in which you have a fellowship. Describe your current and expected duties along with expectations that you have been given.</p> <p>Present orally (no presentation documents)</p>
Nov 8	<p>Identify the Focus of Your Transition Paper</p> <p>Identify which organization you will write a Transition Paper on for this class (your fellowship organization or an organization of your choosing); summarize the key policy decision makers across government for your organization, and briefly describe the organization's policy making process.</p> <p>Submit online (1 page max)</p>
Nov 22	<p>Draft Transition Paper</p>

	<p>What are the important topics for your chosen organization? What are the ongoing policy initiatives, critical management concerns, and/or funding issues the organization is pursuing. Top issues include current legislative priorities, ongoing policy hurdles that need to be addressed, and any execution issues, such as funding shortfalls. Identify the 2-3 top organization priorities in priority of importance and present the issue, background, and next steps for each.</p> <p>Submit online (2 pages max) and be prepared to present</p>
<p>NLT Dec 6</p>	<p>One on One with the Instructor</p> <p>Schedule and meet with your instructor one on one to discuss your work for the class to date, help improve plans for the remainder of the class based on your instructional needs, and discuss your thinking on your final deliverables</p> <p>Preference is in person, but you can schedule it as a virtual meeting.</p>
<p>Dec 13</p>	<p>Final Transition Paper</p> <p>Identify the 2-3 top organization priorities in priority of importance for the incoming Administration and the new Congress and present the key issues, background, and recommendations for each.</p> <p>Submit online (3 pages max)</p>
<p>Dec 13</p>	<p>Presentation of Issue Paper</p> <p>Oral presentation of your Transition Paper</p> <p>Presentation to Class (5-minute max, slides optional)</p>

Assessments

The final course grade will be calculated using the following categories:

Assessment	Percentage of Final Grade
Class Attendance (1% for each class attended / 5% for final class)	11
Class Participation	19
Fellowship Organization Overview	5
Transition Paper Draft	20
Transition Paper Final	35
Presentation of Transition Paper	10

Students will be assigned the following final letter grades, based on calculations coming from the course assessment section.

Grade	Percentage Interval
A	90-100
B	80-90
C	70-80
D	60-70
R (F)	< 60

Grading and Course Policies

Late-work policy: Late work will be accepted on a case-by-case basis. There are always circumstances beyond your control that may contribute to a late assignment. These will be considered. Treat this course as you would your professional position. Multiple late submissions may result in a lower grade, just as similar performance would result in a lower rating in your professional positions.

Make-up work policy: Late assignments will be required to be completed. With proper excuse and context there will be no penalty. Missing assignments must be completed as future assignments are dependent on prior assignments.

Re-grade policy: If you would like to request reconsideration of a grade, please make an appointment to discuss.

Attendance and/or participation policy: Class attendance and participation is 30 percent of your grade. Attendance is worth 10 percent and participation is worth 20 percent as assessed by your instructor and your peers. To be its most valuable, the class needs to embrace a collaborative environment, just like your professional position. It is expected that you will participate every class. Participation takes various forms. Participation can be verbal and ranges from offering ideas, comments, questions, and elaboration. Participation for some people can be providing additional readings (newspaper or other periodical articles) or videos along with a short summary and explanation and context of why it adds value. If you would like to summarize your comments in an email or posting for the class as opposed to verbally, that is also participation. My goal is to create a space for all to feel comfortable participating. I will actively call on you to participate in our classes, and do not expect there will be a lack of opportunity to participate.

Academic Integrity & Collaboration: This class is focused on understanding, organizing, and presenting information. Collaboration of ideas and rough drafts are encouraged. Preparing and submitting your own work is required. Honesty and transparency are important features of good scholarship. On the flip side, plagiarism and cheating are serious academic offenses with serious consequences. If you are discovered engaging in either behavior in this course, you will earn a failing grade on the assignment in question, and further disciplinary action may be taken.

For a clear description of what counts as plagiarism, cheating, and/or the use of unauthorized sources, please see the University's Policy on Academic Integrity (revised in April 2013): http://www.cmu.edu/policies/documents/Academic_Integrity.htm.

I encourage you to work together on homework assignments and to make use of campus resources like Academic Development, the Global Communication Center, and the Intercultural Communication Center to assist you in your pursuit of academic excellence. Collaborative learning increases your ability to succeed in this class and enhances your education and learning.

However, please note that in accord with the university's policy you must acknowledge any collaboration or assistance that you receive on work that is to be graded: so when you turn in a homework assignments, please include a sentence at the end that says either: (1) "I worked alone on this assignment.", or (2) "I worked with _____ on this assignment." and/or (3) "I received assistance from _____ on this assignment." Note that providing this information will only serve to help me understand you better:

If you have questions about my integration of the university's policy into this course, please do not hesitate to ask: my aim is to foster an environment where you can learn and grow, while ensuring that the work we all do is honest and fair.

Accommodations for students with disabilities: If you have a disability and require accommodations, please contact Catherine Getchell, Director of Disability Resources, 412-268-6121, getchell@cmu.edu. If you have an accommodations letter from the Disability Resources office, I encourage you to discuss your accommodations and needs with me as early in the semester as possible. I will work with you to ensure that accommodations are provided as appropriate.

Statement on student wellness: There is nothing more important than your health. I speak from personal experience. Working, attending graduate school, and maintaining your personal relationships is difficult under the best of circumstances. Your priority should be to care for your physical and mental health. You may, as a student, experience a range of challenges that can interfere with learning, such as strained relationships, increased anxiety, substance use, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may diminish your academic performance and/or reduce your ability to participate in daily activities. CMU services are available, and treatment does work. You can learn more about confidential mental health services available on campus at: <http://www.cmu.edu/counseling/>. Support is always available (24/7) from Counseling and Psychological Services: 412-268-2922.

Mobile Devices: Be considerate and professional with the use of mobile devices during class. These devices have become an ubiquitous part of our lives. Use them with wisdom.

Course Schedule

Date	Theme/Topic/Guests/Deliverables
	Readings and Guest speakers may change
Oct 25	<p data-bbox="253 506 899 537">Overview of How Washington Works Class</p> <p data-bbox="253 579 1500 642">Executive Branch Development of Policy Case Study - President Bush's Vision for Space Exploration</p> <p data-bbox="253 684 623 716"><u>Readings and References</u></p> <ul data-bbox="302 758 1500 1304" style="list-style-type: none"><li data-bbox="302 758 467 789">● Syllabus<li data-bbox="302 831 1040 894">● The Art of Smart Brevity: Say More with Less https://www.youtube.com/watch?v=NGy1o4jLkJc<li data-bbox="302 936 1500 1188">● Center for Presidential Transition https://presidentialtransition.org/ https://crm.ourpublicservice.org/hubfs/Center%20FAQ%20One%20Pager%20v3.pdf?utm_medium=email&hsenc=p2ANqtz--W9JREtnR0U60RcH14Pcr8pd5UbUwuvwim7ATtAqZAALJr-GvFKfODGMArNZhSonrosfFihn1pMGYUJVCcCFfICLnDxg&hsmi=297301748&utm_content=297301748&utm_source=hs_automation<li data-bbox="302 1230 1344 1293">● President Bush Announces New Vision for Space Exploration Program https://history.nasa.gov/Bush%20SEP.htm <p data-bbox="253 1346 342 1377"><u>Guest</u></p> <p data-bbox="253 1419 334 1451">None</p> <p data-bbox="253 1493 415 1524"><u>Deliverable</u></p> <p data-bbox="253 1566 1154 1598">Oral Overview of Your Fellowship (No preparation necessary)</p>

Nov 1

The President's Budget, OMB, and Appropriations

From Heinz to Labor to NASA and IT / AI

Readings and References

- The Office of Management and Budget, An Overview <https://crsreports.congress.gov/product/pdf/RS/RS21665>
- The Congressional Appropriations Process: An Introduction <https://crsreports.congress.gov/product/pdf/R/R47106>
- The Role of the Office of Management and Budget (OMB) in Budget Development: In Brief <https://crsreports.congress.gov/product/pdf/R/R47089>
- Budget of the United States, Fiscal Year 2025 https://www.whitehouse.gov/wp-content/uploads/2024/03/budget_fy2025.pdf

Guests

Kamala White

Clerk, Senate Appropriations Subcommittee on Homeland Security

<https://www.linkedin.com/in/kamela-white-45297b54/>

Krista Kinnard

Digital Transformation Culture and Communication Lead, NASA

<https://www.linkedin.com/in/krista-kinnard/>

Deliverable

None

Nov 8

Tips and Tools for Working in DC

Field Trip: Visit to National Security Council

Readings and References

- The National Security Council: Background and Issues for Congress
<https://crsreports.congress.gov/product/pdf/R/R44828>

Guest

Ambassador Sarah Mendelson

<https://www.linkedin.com/in/sarah-mendelson-789762317/>

Deliverable

Identify the Focus of Your Transition Paper (Submit online 1 page max)

Nov 15 **Interest Groups, NonProfits, and Lobbying**

From Education to Intelligence - A Career Civil Servant's Story

Readings and References

- Defense Primer: National and Defense Intelligence
<https://crsreports.congress.gov/product/pdf/IF/IF10525>

Guests

1pm - Mike French (invited)

<https://www.linkedin.com/in/mike-french-2a247137/>

3pm - Jennifer Kron

Career Senior Civil Servant in the Intelligence Community

<https://www.linkedin.com/in/jennifer-kron-a94b37a/>

Deliverable

None

Nov 22 **The White House, Congress, and International Influences**

Communicating in DC

Readings and References

- United Nations Issues: Overview of the United Nations System
<https://crsreports.congress.gov/product/pdf/IF/IF11780>
- The Executive Office of the President
<https://www.whitehouse.gov/administration/executive-office-of-the-president/>

Guest (s)

Ambassador Chris P Lu (invited)

Representative of the United States of America to the United Nations for U.N. Management and Reform

Stephanie Kundert

Senior Vice President at BursonI / Direct Impact

<https://www.linkedin.com/in/wistephanie/>

Deliverable

Draft Transition Paper (submit online 2 pages max)

Dec 6

Leadership, and Political Communications

Readings and References

- TBD

Guest

Andrew Hunter

Retired Senior Executive, NASA. Adjunct Faculty at The American University on Executive Development

<https://www.linkedin.com/in/andrew-hunter-b025678/>

Hon Pam Melroy (invited)

Deputy Administrator of National Aeronautics and Space Administration

<https://www.linkedin.com/in/pamela-melroy-46a34121/>

Deliverable

None

Dec 13

Final “Exam” Student Presentation of Transition Paper (5 min max oral presentation)

Deliverable

Issues and Recommendations Policy Paper Due (submit online 3 pages max)