

Interest Groups & Lobbying

POS 6465

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205 Anderson Hall

Political Science – The University of Florida

Class Meets: Wednesdays, 3- 6 pm, Turlington Hall 2305; Office Hours: M/F 1-3

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Course Description and Goals

Catalog Description: Examines the theory, structure, and behavior of interest groups, alongside lobbying strategies for legislative and executive branches at various government levels. This is a three (3) credit course.

This seminar analyzes the formation, behavior, and influence of interest groups in American politics, integrating both theoretical and practical perspectives. Core topics include collective action theory, group strategies for achieving legislative and electoral goals, and measuring their effectiveness in shaping policy and public opinion. The focus extends to lobbying at different levels of government, exploring how organizations navigate and impact the policymaking process. Students will evaluate academic theories of group formation and influence while honing practical skills through creating detailed lobbying plans and engaging directly with guest speakers. Emphasizing a balance between theory and practice, the course equips students to critically analyze organized advocacy and strategically approach real-world policy challenges.

Learning Objectives

By the end of the course, students will be able to:

- Identify key theories and concepts related to the formation and behavior of interest groups in American politics.
- Evaluate how the academic literature contributes to our understanding of interest group formation and behavior, including its limitations and flaws.
- Assess the effectiveness of interest groups in achieving their goals through legislative, electoral, and public opinion strategies.
- Apply theoretical frameworks to real-world scenarios involving interest group influence on policymaking at federal, state, and local levels.
- Integrate academic research with applied or scholarly approaches to develop a comprehensive project (e.g., lobbying plan or research proposal), critically evaluating sources to support strategic or theoretical choices.
- Communicate findings effectively through oral presentations and written work, employing clear argumentation, strong visuals, and persuasive, concise messaging appropriate to professional or academic audiences.

Degree-Level Expectations

While all students are expected to meet the above learning outcomes, the type and scope of assignments will vary by degree program to align with professional goals.

- MA students will focus on applied projects such as developing a comprehensive lobbying plan that integrates theory and practice.
- Ph.D. students will complete more extensive scholarly work, including an in-depth book review and a mock NSF dissertation grant proposal, with an emphasis on contributing to theoretical debates and demonstrating methodological rigor.

Course Requirements & Assessment

Throughout the semester, seminar participants will engage in activities that foster a deeper understanding of interest groups and lobbying. All students will be evaluated on the extent and quality of their participation, their ability to synthesize and critically engage with readings, and the quality of their written and oral work. I expect you to be prepared for every session and submit all assignments on time.

Some assignments are *shared by all students*, while others differ from MA and Ph. D. students to reflect their professional or academic focus. Regardless of degree track, students will be expected to interact with and provide constructive feedback during class, workshops, and presentations.

Required Assignments for All Students

The following assignments apply to all students in the course, regardless of degree program. All work is completed individually.

1. *Engaged Reading and Discussion (Participation)* – 15%

Each week, we will explore a set of required academic readings focused on a particular aspect of group formation, behavior, or effectiveness. All students are expected to read and analyze these selections thoroughly, come prepared to discuss and debate the arguments and evidence, and connect them to course themes. When we have guest speakers, students should be prepared to ask questions of the speaker.

- In-Class Participation (5%) – Active, substantive engagement in discussions, workshops, and peer feedback sessions.
- Weekly E-Journal (10%) – A 500–750 word reflection on the week’s readings that may address themes, important questions, underlying assumptions, connections to previous readings, and/or strengths and weaknesses of the arguments. Students need not cover all elements each week, but should demonstrate careful reading, comprehension, and engagement. The e-journal provides flexibility for individual interests while ensuring consistent critical analysis.
 - *Note: The discussion leader is exempt from the e-journal during their assigned week.*

2. *Discussion Leadership* – 15 %

Each student will serve once as discussion leader. In consultation with the instructor, the discussion leader will select one assigned article to analyze in depth and use as the basis for guiding class discussion. The in-class role is to highlight key arguments, raise probing questions, and connect the reading to broader course themes, encouraging active engagement from classmates.

In addition to leading discussion, the student will prepare a *discussion leader paper* that goes beyond the weekly e-journal. This paper will take the form of a mini-literature review (approximately 800–

1000 words) synthesizing the week's assigned readings, identifying major themes, points of agreement or disagreement, and connections to prior course materials when relevant. The goal is to demonstrate both depth of analysis for the chosen article and breadth of understanding across the week's literature.

- Discussion Leadership in class: 5%
- Discussion Leader Paper: 10%

Track-Specific Components

MA Students - 70%

Lobbying Team Project: In the first week of the semester, MA students will be assigned to a lobbying team. While lobbyists are often seen as engaging in wining-and-dining at fundraisers, successful lobbying efforts require sophisticated planning and execution. Your team will develop a comprehensive lobbying strategy, incorporating industry-standard components used by professional government relations practitioners to influence public policy outcomes. In class, we will work with simulated elements of each part of the lobbying plan, allowing you to compare and critique different approaches. Though this is a team project, you will submit some elements for an individual grade, and other elements for a team grade, distributed as follows:

- *Individual Elements:*
 - Two (2) memos to the client (750-1000 words) – 10% each (20% total)
 - Individually written lobbying plan (~5000 words) – 30% each
- *Team Elements:*
 - Opinion-Editorial for a major news outlet (500 words) – 10%
 - Lobbying Pitch with Pitch Deck (presentation) – 10%

Ph.D. Students - 70%

Scholarly Research Track

Ph.D. students will complete advanced scholarly work that builds toward academic publication or dissertation research.

- *Book Review (scholarly monograph) – 30%*
 - Critical evaluation of a major work in the field, selected in consultation with the instructor, situating it within the broader literature.
- *Mock NSF Dissertation Grant Proposal – 40%*
 - Original research question, literature review, theoretical framework, and methodological plan in NSF proposal format.
 - Includes an *in-class presentation* of the proposal (graded as part of the 40%).

Grade Distribution Summary

Component	MA Students	Ph.D. Students
Participation (5% in-class, 10% e-journal)	15%	15%
Discussion Leadership (presentation + paper)	15%	15%
Track-Specific Assignments	70%	70%
<i>Total</i>	<i>100%</i>	<i>100%</i>

Grading Scale

A	94-100	B	83-86	C	73-76	D-	60-62
A-	90-93	B-	80-82	C-	70-72	E	below 60
B+	87-89	C+	77-79	D+	67-69		

Reading/Texts

The reading for this class will help prepare you for writing a campaigning capstone, master's thesis, doctoral qualifying exam, and/or doctoral dissertation related to interest groups and lobbying. We will read 5-6 academic articles per week, as is expected in an advanced graduate seminar in Political Science. Often, I will preview what to focus on a week prior so that students may focus on certain aspects of the reading.

MA students should also purchase (e-books acceptable):

Libby, Pat. 2020. *The Lobbying Strategy Handbook, 2nd Edition*. Oxford University Press.

All remaining readings are available via the library and/or are linked in Canvas. To preview the readings, skip to [Course Outline](#).

The Fine Print (Course, Dept., College, University Policies)

- *Attendance:* Attendance is required. Students failing to attend class during the first week may be dropped from the course. Please contact Dr. Robbins if you will miss class for documented absences (e.g., illness, academic/athletic competitions).
- *Make up & Late Work:* Canvas will assess a 5% per day penalty automatically to late assignments, except in documented/excused circumstances.
- *Artificial Intelligence (AI):* AI is becoming increasingly important in the professional world of campaigning and advocacy. We will have at least one guest speaker address the use of AI, including its promises and weaknesses. We will create an AI policy for the class on the first day, which all students will abide by.
- *This course complies with all UF academic policies. For information on those policies and for resources for students, please see [this link](#).* (The direct link is <https://syllabus.ufl.edu/syllabus-policy/uf-syllabus-policy-links/>.)

Course Outline*

Part I: Group Formation

Week 1: Introductions, Expectations & Preconceptions (27 August)

All:

- The Syllabus
- Drutman, L. "The Complexities of Lobbying: Toward a Deeper Understanding of the Profession." *PS: Political Science and Politics* 43(4)L 834-837, (2010).
- Goldberg, M. (Op-ED). "They saw their neighbors taken away by Ice. Then they made a plan." *New York Times*, 30 July 2025
- Yarrow et al. "Kennedy might not get his way on pesticides.", *Politico*, 15 August 2025
- Vogel et al., "Trump Delayed a Medicare Change After Health Company Donations." *New York Times*, 7 August 2025
- Rich S., and V Patel. "Feeling Political Heat, Colleges Pump Up Their Lobbying." *New York Times*, 28 April 2025
- Henshall, W., "There's an AI Lobbying Frenzy in Washington. Big Tech is Dominating." *Time* 30 April 2024

MA Students (Ph.D. students, if they desire for all MA specific reading this semester):

- Libby Text: Intro, Chapter 1

Assignments: (in class)

- Teams Created; Initial AI policy developed; no e journals this week; sign up for your week.

Week 2: Pluralism & the Role of Groups (3 September)

All:

- de Tocqueville, A. *Democracy in America*. Translated by Henry Reeve. 1945. Reprint ed. 2 vols. Vol. 1. New York: Alfred A. Knopf. Reprint, 1988, Vintage Books. (Chapter 12)
- Joslyn, Mark R., and Allan Cigler. 2001 "Group Involvement and Democratic Orientations." *Social Science Quarterly* 82(2): 357-368,.
- Madison, J. "Federalist 10." In *The Federalist Papers*, edited by Roy P. Fairfield. Baltimore: Johns Hopkins University Press, (1981).
- Putnam, R. D. 1995. "Bowling Alone: America's Declining Social Capital." *Journal of Democracy* 6(1): 65-78 (1995).
- Truman, D. B. 1971. *The Governmental Process: Political Interests and Public Opinion*. 2d ed. New York: Alfred A. Knopf. (Chapters 1, 3)

MA Students:

- Libby Text, Chapter 2

Ph.D. students should also skim the following intensively:

- Bentley, Arthur. 1908. *The Process of Government*. Chapters 1-2.
- Dahl, Robert. 1961. *Who Governs?* (Chapter 1)
- Latham, E. 1952. "The Group Basis of Politics: Notes for a Theory." *The American Political Science Review* 46(2): 376-97.

Guest Speaker:

- Michael Cohen, Ph. D., AI and Advocacy

Week 3: Critiques of Pluralism/Elitist Theories (10 September)

All:

- Schattschneider, E. E. 1975. *The Semisovereign People: A Realist's View of Democracy in America*. New York: Harcourt Brace Jovanovich College Publishers, Reprint, 1988. (skim Chapter 1, read chapter 2)
- Gilens, M., and B. Page. 2014. "Testing Theories of American Politics. Elites, Interest Groups and Average Citizens." *Perspectives on Politics*, 12(3): 564-581.
- Strolovitch, D. 2006. "Do Interest Groups Represent the Disadvantaged?" *Journal of Politics* 68(4): 894-910.
- Schlozman et al. 2015. "Organizations and Democratic Representation of Interests: What Does it Mean When Those Organizations have no Members?" *Perspectives on Politics* 13(4): 1017-1029.

MA Students:

- Libby Text, Chapter 5

Ph.D. students should also skim the following intensively:

- Lowi, Theodore. 1979. *The End of Liberalism*. W.W. Norton & Co. (Chapter 1, Chapter 11 is also interesting)

Assignment:

- MA's: Policy Issue Chosen (in class)
- Ph.D.: Book for book review (bring ideas); potential RQ for grant

Week 4: Collective Action Problems (17 September)

All:

- Olson, M. 1965. *The Logic of Collective Action: Public Goods and the Theory of Groups*. Cambridge, MA: Harvard University Press. (Chapters 1-3, 6).
- Moe, T. 1980. "A Calculus of Group Membership." *American Journal of Political Science* 24(2): 594-632.
- Walsh, E. J., and R. H. Warland. 1983. "Social Movement Involvement in the Wake of a Nuclear Accident: Activists and Free Riders in the TMI Area." *American Sociological Review* 48:764-80.
- Lubell, M., and A. Vedlitz. 2006. "Collective Action, Environmental Action, and Air Quality Policy." *Political Research Quarterly* 59(1): 149-160, (2006).

MA's:

- Libby, Chapter 3

Ph.D. students may find this special issue of *Organization Studies* of interest:

- "Collective Action in Crisis?" <https://doi.org/10.1177/01708406251336033>

Assignment (in class)

- Informal Team Workshops on Policy, Ph.D.'s play devil's advocate

Week 5: Neo Pluralism (24 September)

All

- Grossman, M. 2014. "Group Mobilization from the Economy, Society, and Government." In *New Directions in Interest Group Politics*. Ed., Matt Grossman. New York: Routledge.
- Walker, J.L. 1991. "The Three Modes of Political Mobilization." (Chapter 10) in *Mobilizing Interest Groups in America*, Ann Arbor: University of Michigan Press, pp. 185-196.
- "Neopluralism." 2020. In *Palgrave Encyclopedia of Interest Groups, Lobbying, and Public Affairs*, eds. Phil Harris, Alberto Bitonti, Craig Fleisher, and Anne Skorkjaer Binderkrantz. London: Palgrave.

MAs

- Libby, Chapter 4

Ph.D. students should also read:

- Baumgartner, F., Gray, V., and D. Lowery. "Federal Policy Activity and the Mobilization of State Lobbying Organizations." *Political Research Quarterly*. 62(3): 552-567 (2009).

Assignment:

- MA Policy memo due in canvas by 3 pm

Week 6: Social Movements (1 October)

All:

- Strolovitch, D., and D. Forrest. 2011. "Interest Groups and Social Movements," in *CQ Guide to Interest Groups and Lobbying*, Eds. Burdett Loomis, and Peter Francia. Washington, DC: CQ Press.
- McAdam, D. 1986. "Recruitment to High-Risk Activism: The Case of Freedom Summer." *American Journal of Sociology* 92(1): 64-90.
- Costain, A. 1981. "Representing Women: The Transition from Social Movement to Interest Group." *Western Political Quarterly* 34(1): 100-113.
- Gethin, A., and V. Pons. 2024. Social Movements and Public Opinion in the United States, working paper, National Bureau of Economic Research (April 2024)

MA's

- Libby, Chapter 6
- Levine, B. 2009. *The Art of Lobbying*, CQ Press, Chapter 2, The Lobbyists Professional World.

Ph.D. students should skim intensively:

- Piven, Frances Fox and Richard Cloward. 1968. *Poor People's Movements: Why They Succeed, How They Fail*. Vintage, Chapter 1.
- Lipsky, M. "Protest as a Political Resource." *American Political Science Review* 62(4): 1144-1158.

Part II: Groups in Action

Week 7: Influencing the Legislative Branch (8 October)

All

- Leech, Beth. 2010. Lobbying and Influence, in ed. Maisel, L.S., J. M. Berry., and G.C. Edwards III, *The Oxford Handbook of American Political Parties and Interest Groups*. Oxford University Press.
- Garlick et al. 2025. "How Lobbying Matters", *Annual Review of Political Science* 28:457-475.
- Baumgartner, Frank, Jeffrey Berry, Marie Hojnacki, David Kimball, and Beth Leech. 2014. "Money, Priorities, and Stalemate: How Lobbying Affects Public Policy." *Election Law Journal* 13(1): 194-209.
- Heberlig, E.S., and B. A. Larson. 2025. "How Interest Groups Discern Serious Legislation from Position Taking." 14: 130-158.

MA

- Libby, Chapter 7
- Levine, Bertram. 2008. *The Art of Lobbying*. Sage University Press, chapter 7 (Designing and Executing a Lobbying Campaign).

Ph.D. students should also skim intensively:

- Hall, Richard, and Alan Deardorff. 2006. "Lobbying as a Legislative Subsidy." *American Political Science Review* 100(1): 69-84.
- Hall, Richard, and Frank Wayman. 1990. "Buying Time Moneyed Interests and the Mobilization of Bias in Congressional Committees." *American Political Science Review*.
- Hojnacki, Marie, and David Kimball. 1998. "Organized Interests and the Decision of Who to Lobby in Congress." *American Political Science Review* 92(4): 775-790.

Assignment:

- Stakeholder ID Memo due (MA's)
- Book Review's due (Ph.D.s)

Week 8: Influencing the Executive Branch & Rulemaking (15 October)

All:

- Furlong, Scott, and Cornelius Kerwin. 2005. "Interest Group Participation in Rulemaking: A Decade of Change." *Journal of Public Administration Research and Theory* 15: 353-370.
- Rassmussen, A., and S. Reher. 2023. "(In)equality in) Interest Group Involvement and the Legitimacy of Policy Making." *British Journal of Political Science* 53(1): 45-64.
- Yackee, Jason Webb, and Susan Yackee. 2006. "A Bias Towards Business: Assessing Interest Group Influence on the U.S. Bureaucracy." *Journal of Politics* 68(1): 128-139.
- English, Ashley. 2019. "She Who Shall Not be Named: The Women that Women's Organizations Do (and Do Not) Represent in the Rulemaking Process." *Politics & Gender* 15(3): 573-598. DC.

MA's:

- Levine, Bertram. 2008. *The Art of Lobbying*. Sage University Press, The Lobbyist's Ask
- Libby, Chapter 8

Ph.D. students should also intensively skim:

- Heclo, Hugh. 1978. "Issue Networks and the Executive Establishment." in *The New American Political System*, edited by Anthony King. American Enterprise Institute
- Golden, Marissa Martino. 1998. "Interest Groups in the Rulemaking Process: Who Participates? Whose Voices Get Heard?" *Journal of Public Administration Research and Theory* 8(2): 245-270.
- Libgober, Brian. 2020. "Strategic Proposals, Endogenous Comments, and Bias in Rulemaking." *Journal of Politics*, 82(2): 642-656.

Week 9: Influencing the Judicial Branch (22 October)

All

- Collins, Paul. 2014. "Interest Groups in the Judicial Arena" *In New Directions in Interest Group Politics* ed. Matt Grossman. New York, NY: Routledge, pgs. 221-238.
- Caldeira, Gregory A., and John R. Wright. 1988. "Organized Interests and Agenda Setting in the U.S. Supreme Court." *American Political Science Review* 82(4): 1109-1127.
- Collins, Paul M., Jr. 2007. "Lobbyists before the U.S. Supreme Court: Investigating the Influence of Amicus Curiae Briefs." *Political Research Quarterly* 60(1): 55-70.
- Caldeira, Gregory A., Marie Hojnacki, and John R. Wright. 2000. "The Lobbying Activities of Organized Interests in Federal Judicial Nominations." *Journal of Politics* 62(1): 51- 69.
- Caldeira, Gregory A., and John R. Wright. 1998. "Lobbying for Justice: Organized Interests, Supreme Court Nominations, and the United States Senate." *American Journal of Political Science* 42(2): 499-523.

MA's

- Libby, Chapter 9, 10

Assignment:

- Social Media Memo due

Week 10: Lobbying and Policy Change (29 October)

All

- Fong, C., K. Lowande, and A. Rauh. 2025. "Expertise Acquisition in Congress. *American Journal of Political Science*, 69(1): 5-18.
- Gause, L., & G. M. Lorenz. 2024. "Lobbying Venue Selection Under Separation of Powers and Resource Constraints." *Interest Groups and Advocacy*, 13: 73-95.
- McCrain, J. 2018. "Revolving Door Lobbyists and the Value of Congressional Staff Connections." *The Journal of Politics*, 80(4): 1369-1383.
- Egerod, B.C.K., A. Rasmussen, & J. van der Ploeg. 2024. "Revolving Door Benefits? The Consequences of the Revolving Door for Political Access." *Interest Groups & Advocacy*. 13(2): 311-332.
- Baumgartner, Frank, et al. 2009. *Lobbying & Policy Change: Who Wins, Who Loses, and Why*. University of Chicago Press., chapters 1, 2, 11-12

MA's:

- Libby, Chapter 11

Ph.D. students may also wish to review:

- Baumgartner et al. 2009. *Lobbying and Policy Change*. Chicago: University of Chicago Press. (skim entire text).
- Salisbury, R.H., Johnson, P., Heinz, J.P., Laumann, E.O., and R.L. Nelson. 1989. "Who You Know versus What You Know: The Uses of Government Experience for Washington Lobbyists." *American Journal of Political Science*. 33(1): 175-195.
- Drutman, Lee. 2015. *The Business of America is Lobbying*. Oxford University Press. (2015).

Assignment (in class)

- AI Workshop & Lobbying Plans (Ph.D.'s act as devil's advocates)

Week 11: Going Public (5 November)

All

- Widner, K., M. Macdonald, & A. Gunderson. 2024. Lobbying in Public: Interest Group Activity on Social Media. *Interest Groups and Advocacy*. 14(1):44-65.
- Mendelsohn et al. 2024. "Framing Social Movements on Social Media." *Journal of Quantitative Description: Digital Media* 4: 1-61 (skim intensively).
- Merry, Melissa K. 2016. Constructing Policy Narratives in 140 Characters or Less: The Case of Gun Policy Organizations. *Policy Studies Journal* 44(4): 373-395.
- Bergen, Daniel E., and Richard T. Cole. 2015. Call Your Legislator: A Field Experimental Study of the Impact of a Constituency Mobilization Campaign on Legislative Voting. *Political Behavior* 37: 27-42.

MAs

- Libby, Chapter 12

Ph.D. Students should intensively skim:

- Vining, R. L. 2011. Grassroots Mobilization in the Digital Age: Interest Group Response to Supreme Court Nominees. *Political Research Quarterly*, 64(4), 790–802.
- Trapp, N. L. & B. Laursen. 2017. "Inside out: Interest Groups' 'outside' media work as a means to manage 'inside' lobbying efforts and relationships with politicians." *Interest Groups & Advocacy*. 6(1): 143-160.

Assignment: Talking Points Memo Due

Week 12: Electoral Influence (12 November)

All

- Wood, Abby K., and Christian R. Grose. "Campaign Finance Transparency Affects Legislators' Election Outcomes and Behavior." *American journal of political science* 66.2 (2022): 516–534.
- Flavin, Patrick. "Campaign Finance Laws, Policy Outcomes, and Political Equality in the American States." *Political Research Quarterly* 68, no. 1 (2015): 77–88.
- Franz, M. M., E. F. Fowler, & T. N. Ridout. 2016. Loose Cannons or Loyal Foot Soldiers: Toward a More Complex Thoery of Interest Group Advertising Strategies." *American Journal of Political Science*. 60(3): 738-751.
- Damore, D. F., and S. P. Nicholson. 2014. Group Participation and Competition in Direct Democracy Elections." *Political Behavior*. 36(3): 535-552.

MA's

- Libby, Chapter 13

Ph.D. Students should also skim intensively:

- Hansen, Wendy L., and Michael S. Rocca. 2019. "The Impact of 'Citizens United' on Large Corporations and Their Employees." *Political Research Quarterly* 72, no. 2 (2019): 403–19.
- Kalla, Joshua L., and David E. Broockman. 2016. "Campaign Contributions Facilitate Access to Congressional Officials: A Randomized Field Experiment." *American Journal of Political Science* 60, no. 3 (2016): 545–58.
- McKay, Amy Melissa. 2018. "Fundraising for Favors? Linking Lobbyist-Hosted Fundraisers to Legislative Benefits." *Political Research Quarterly* 71, no. 4 (2018): 869–80.

Week 13: Federalism – don't ignore the States (19 November)

All

- Lowery, David, and Virginia Gray. 1995. "The Population Ecology of Gucci Gulch, or the Natural Regulation of Interest Group Numbers in the States." *American Journal of Political Science* 39(1): 1-29.
- Finger, L. K., & S. Reckhow. 2022. "Policy Feedback & the Polarization of Interest Groups." *State Politics and Policy Quarterly*. 22(1): 70-95.
- Holyoke, T. T., 2021. "Changing State Interest Group Systems: Replicating and Extending the ESA Model." *Interest Groups and Advocacy*. 10(2): 264-285.
- Newmark, A.J., & A. J. Nownes. 2023. "Searching for Avenues of Influence: Multi-Branch & Multi-Level Lobbying in Washington, D.C. and the States." *Interest Groups & Advocacy*. 13: 20-42.

Ph.D. students should consider skimming 2-3 of these intensively:

- Gray, Virginia, David Lowery, Matthew Fellowes, and Andrea McAtee. 2004. "Public Opinion, Public Policy, and Organized Interests in the American States." *Political Research Quarterly* 57(3): 411-20.
- Lowery, David, Virginia Gray, Jennifer Wolak, Erik Godwin, and Whitt Kilburn. 2005. "Reconsidering the Counter-Mobilization Hypothesis: Health Policy Lobbying in the American States." *Political Behavior* 27(2): 99-132.
- Kelleher, Christine A., and Susan Webb Yackee. 2006. "Who's Whispering in Your Ear? The Influence of Third Parties over State Agency Decisions." *Political Research Quarterly* 59(4): 629-43.

Assignment:

- Team Op-Ed due

Week 14: Lobbying Pitches/NSF grant Presentations (3 December)

Week 15: Exam Day (12 December)

- Lobbying Plan Pitches
- All Individual Plans, Ph. D. grant proposals due by 6 pm

*All the readings are available on Canvas (or linked from there).