COURSE SYLLABUS

Welcome to this unique, collaborative class, which meets in Innovation Hall in order to take advantage of computer lab (318) and video conferencing (437) facilities.

“This is an effort to identify and explain the strategies and techniques of those who have won presidential elections and policy battles over the past generations, and identify their singular skills.”

by Mark Halperin & John Harris

Websites:
http://www.C-SPAN.org/Distance_Learning
http://webpage.pace.edu/cmalone
http://mason.gmu.edu/~sklein1/
Welcome to the class!

Our objective during the next 15 weeks has a single focus: The interrelationship of the media and politics. This course will give you a better understanding of the historic evolution and development of the role the media plays in the American political process, along with keen insight into the 2008 “Road to the White House.”

We will meet every Thursday at 1:30 p.m. ET in 318 Innovation Hall before moving upstairs to the GMU-TV video center in 437 Innovation Hall at 2 p.m., where we will be joined by video conference with classes from the University of Denver and Pace University as well as C-SPAN Political Editor Steve Scully from C-SPAN’s Washington, D.C. studios. Political Science Professor Chris Malone teaches the Pace class; Scully teaches the Denver class.

This class is a partnership with C-SPAN and The Cable Center in Denver. You will be connected to students at the University of Denver and Pace University in New York City from about 2-2:45 p.m. Following a short break, all three classes will reconvene from 3-4:15 p.m. with Scully, who will moderate a live conversation with a variety of media and political guests from the C-SPAN studios. This portion of the class will be televised live on C-SPAN3. Collectively, we will be offering a dynamic course unlike any other class in the country. Drawing on the vast C-SPAN video archive of debates and conventions to political ads and candidate speeches, students will have the ability to watch and analyze key moments in past presidential campaigns. In addition, you will be able to participate, write and blog about developments during this historic presidential election season.

So welcome! Come to class on time and be prepared with insightful questions. Meet the course deadlines. Follow along as your instructors and speakers provide you with new insights into American politics. And at the conclusion of this class, you will take a more critical look at the way we elect our president.
CONTACT INFORMATION

George Mason University

Steve Klein teaches in and is coordinator of the Electronic Journalism Program and oversees the Journalism concentration in the communication department of George Mason University, located approximately 22 miles west of Washington, D.C. in Fairfax, Va.
Office: 219-B Thompson Hall
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Web site: http://mason.gmu.edu/~sklein1/
Office hours: Thursday, 11 a.m. to class time; Monday and Wednesday, 11-11:45 a.m. and 1:30-2:30; and by appointment. Occasionally, I meet students at Jazzman’s Café in the Johnson Center or the Instructional Resource Center (427 Innovation Hall). My office hours and changes in time or location are always posted on my office door and updated weekly.

University of Denver

Steven L. Scully is the Amos B. Hostetter Jr. Chair at The Cable Center in partnership with the University of Denver’s School of Communication and the Office of the Provost. Scully is Political Editor of C-SPAN. If you’d like to know more about him, there’s some terrific video from the White House Correspondents’ Association dinner on April 29, 2006 (fast forward to about 20:40) when Scully was president of the White House Correspondents Association.
Phone Number: 202-626-7956
E-mail address: sscully@c-span.org
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Washington, D.C.  20001

Pace University

Dr. Christopher Malone is an assistant professor at Pace University’s Department of Political Science. In partnership with The Cable Center, the University of Denver and C-SPAN, Dr. Malone and his students will participate in classroom discussion and interaction with our guests. You can learn more about Professor Malone’s exceptional teaching approach in this Washington Post story.
Phone number: 212-346-1146 or 914-773-3428
E-mail address: cmalone@pace.edu
Mailing address: 1 Pace Plaza
New York, N.Y.  10038

Both professors Scully and Malone are available to students by e-mail and during our video studio sessions and welcome your questions and comments.
OUR CONTRACT
This syllabus represents an agreement (or contract) between the student and the instructor. By remaining enrolled in this course, each student is accepting the policies and guidelines covered in this syllabus. Therefore, please read it carefully and refer to it often.

NOTE: I have written this syllabus using Associated Press Style (please note that Comm303/Writing Across Media is the pre-requisite for this course; that course lays a foundation in AP Style). Please notice the differences in AP Style from MLA and APA, with which you may be more familiar.

KEY DATES:
Last day to add: Tuesday Sept. 11
Last day to drop with no academic liability: Sept. 28
For more information, go to: http://registrar.gmu.edu/calendars/fall07academiccalendar.pdf

IMPORTANT NOTE: Students who do not confirm their registration by attending the first class meeting are subject to being dropped at the discretion of the department and instructor. If you miss the first class, you must contact me with your intention to remain registered or you can be dropped for a waitlisted student. Students must not assume that the department will automatically initiate a drop for not attending class. Students who register for courses that they do not attend are themselves responsible for dropping the class.

Please let me know if you spot a typo or error in this syllabus. Yes, it's true: Even instructors/professors make mistakes!

RESOURCES (some suggested web sites for news, research and information)

www.drudgereport.com www.washtimes.com
REQUIRED TEXTS


Note: This book is available in the GMU Bookstore but can be purchased somewhat cheaper online at Amazon. It is the latest (8th) edition.

Stephen J. Wayne, a leading scholar of presidential electoral politics, describes and analyzes the crucial politics, procedures, and strategies behind campaign finance, media relations, nominating conventions and the general election. The post-election edition includes a thorough analysis of the entire 2000 presidential election and its dramatic conclusion.

A Washington-based insider for 40 years, Professor Wayne is a frequently-quoted commentator on the presidency and presidential elections. He has served as president of the Presidency Research Group and The National Capital Area Political Science Association, is a member of the editorial boards of the Presidential Studies Quarterly and Congress and the Presidency, regularly lectures to international visitors, senior federal executives, and college students in the United States and abroad. Professor Wayne has testified before Congress and committees of both major political parties.


Note: This book is available in the GMU Bookstore but can be purchased somewhat cheaper online at Amazon.

From Publishers Weekly: Mark Halperin (ABC News) and John Harris (the Washington Post and “The Survivor: Bill Clinton in the White House”) illustrate "trade secrets" to political victory with this penetrating examination of the personal lives and political histories of the biggest names in recent presidential politics. From the losers (John Kerry and Al Gore, defeated because they "lost control of their public images") to the potential winners (Hillary Clinton, who, they assert, will have a significant fund-raising and fame advantage if she runs in 2008), the authors extract canny lessons in political strategy. But they offer particularly valuable insights into inadequately understood players like Matt Drudge, whom the authors credit as one of the greatest forces behind the Clinton impeachment and the Gore and Kerry losses, and Karl Rove, a man who, regardless of one's politics, "deserves unique notice for one reason: he is an exceptionally good political strategist." The authors' analyses are savvy and unsentimental, without collapsing into cynicism. Though very topical, the book's comprehensiveness should make it a lasting piece of scholarship—an in-depth, indefatigable examination of American media and politics at the turn of the millennium.

Note: This book will not be available until Oct. 8. I have ordered it from the GMU Bookstore, but is may be available somewhat cheaper online at Amazon.

Pulitzer Prize-winning historian James MacGregor Burns accounts for the growing isolation of America's presidents -- from JFK to George W. Bush -- and proposes solutions to reconnect them with the citizens they serve.

A disastrous war in Iraq, prisoner abuse, secret wiretaps -- the presidency of George W. Bush represents a crisis in American democracy. How did this happen? In “Running Alone,” Burns sets the imperial presidency of George W. Bush in the context of half a century of presidential politics.

In his 1960 campaign, John F. Kennedy turned his back on the Democratic Party. He relied instead on his personal charisma and his family's vast wealth to win office. Once elected, he governed much as he had run: alone. He ignored the Democratic platform and instead sought counsel from a small group of hand-picked advisors, including his own brother. Kennedy fundamentally reshaped the role of president, and each of his successors has built on this model. American presidents have become increasingly isolated from the parties that brought them to power. Democratic presidents -- Johnson, Carter and Clinton -- did tremendous damage to the Democratic Party by abandoning its core principles. Republican presidents have managed to lead more effectively in isolation, but have imperiled the nation in the process.

Drawing on his own personal letters, interviews, and recollections of America's presidents, Burns charts the decline of genuine leadership in the Oval Office and offers a stirring vision of what the presidency can and should be. America deserves better leaders, and with unsurpassed knowledge of American history and politics, Burns shows us the way forward.

Optional Texts

“The Associated Press Stylebook and Briefing on Media Law”
Perseus Book Group
Editor: Norm Goldstein
Any edition

Countless newspapers and other publications base their style guides on this manual. The entries are arranged alphabetically and include issues of spelling, punctuation, grammar, abbreviation, capitalization, hyphenation and frequently misused words. There are also longer discussions of things such as Arabic names, chess notation, weather terms and religious movements. Plus you'll find separate sections on sports writing, business writing libel, and copyright.
Extra credit texts

“Crashing the Gate: Netroots, Grassroots and the Rise of People-Powered Politics”
By: Jerome Armstrong and Markos Moulitsas Zuniga

“We the Media: Grassroots Journalism by the People, for the People”
O’Reilly (2004)
By: Dan Gilmour

“Words that Work: It’s Not What You Say, It’s What People Hear”
Hyperion (2007)
By: Dr. Frank Luntz

“How the Republicans Stole Religion: Why the Religious Right is Wrong about Faith & Politics and What We Can Do to Make it Right”
Three Leaves (2006)
By: Bill Press

“The Vast Left Wing Conspiracy: The Untold Story of How Democratic Operatives, Eccentric Billionaires, Liberal Activists, and Assorted Celebrities Tried to Bring Down a President—and Why They’ll Try Even Harder Next Time”
Crown Forum (2005)
By: Byron York

Political Journalism:
The Media and the Road to the White House
is available online @

http://www.C-SPAN.org/Distance_Learning
INTRODUCTION

“The first thing which strikes our attention [about the Constitution] is that the executive authority, with few exceptions, is to be vested in a single magistrate …”  
-- Alexander Hamilton  
The Federalist No.69, 1788

“Let me warn you in the most solemn manner against the baneful effects of the spirit of party generally. This spirit exists under different shapes in all government; more or less stifled, controlled, or repressed, but in those of the popular form it is seen in its greater rankness and is truly their worst enemy...It agitates the community with ill-founded jealousies and false alarms; kindles the animosity of one part against another; foments occasional riot and insurrection ...”  
-- George Washington  
Farewell Address, 1796

“[The president] is the party nominee and the only party nominee for whom the whole nation votes...He can dominate his party by being spokesman for the real sentiment and purpose of the country, by giving direction to opinion, by giving the country at once the information and the statements of policy which will enable it to form its judgments alike of parties and of mean...He may be both the leader of his party and the leader of the nation, or he may be one or the other. If he can lead the nation, his party can hardly resist him ...”  
-- Woodrow Wilson  
Constitutional Government in the United States, 1908

When the Framers sat down in Philadelphia in the summer of 1787 to draft the Constitution, they had little idea of how they were going to design the office of the presidency. With absolutely no precedent in history upon which to base the parameters of the office, they were nonetheless certain of a few things. First, the Framers wanted a chief executive independent from the other branches of government, especially the legislative branch. Second, they wanted a chief executive insulated from the passions of the people, thus ensuring the person chosen would not become a demagogue. Finally, and perhaps most importantly, they wanted a chief executive that would rise above what James Madison called the “mischief’s of faction,” thus giving voice to all the people rather than to the special interests that formed in society. The Framers then went about the task of designing a process of presidential selection that served all of these ends.

Yet, the process by which candidates are chosen today for the office of the presidency has changed in ways that were unimaginable to the Framers. In our current two-party system, contenders for the office of presidency must capture the nomination of their respective parties – the same institutions that George Washington warned would kindle “the animosity of one part against another.”
Throughout the semester, we will focus on the presidential selection process. We will take an in-depth look at what candidates have to do in order to capture the party nomination, and the role that political parties play in linking voters to the only nationally elected office in the American system of government. We will also examine other important aspects of the process, including the role of the media and interest groups, and the demands of campaign financing. When this semester concludes in December, you should be able to make informed judgments about the impact of the presidential selection process on the democratic character of the American political system.

The course will begin by looking at the creation, evolution and current operating structure of the presidential selection process. Next, it will turn to the financial, partisan and media environments in which presidential elections occur. These environmental factors will be analyzed in some detail in an effort to discern how they affect candidate strategies and election outcomes. The strategy and tactics of the candidates as they proceed through the nomination process and then the general elections will be studied by looking at their principal components and how they fit together to form a strategy for victory. A particular emphasis of this section of the course will be the manner in which the candidates react to (and manipulate) the media in their campaigns. Finally, the course will turn to the analysis of this current presidential race with leading newsmakers, political commentators and journalists.
COURSE REQUIREMENTS

Grading/writing styles: Grading will be based on class participation (in-class and online) and several writing projects and assignments. The final project can be submitted in traditional academic formats (MLA); the three writing assignments, book reviews, questions and blog entries must be submitted in Associated Press Style. The news-writing stories should be designated as editorials, op-ed columns, personality profiles, or news stories.

Attendance and participation: I expect students to attend class regularly and participate in our in-class, video studio and blogging discussions. Students are required to be prepared for each class AND each guest by submitting a concise, well-written question before the video conference for every scheduled guest. We will review questions during the first half hour of class. Your participation is key to the success of the class. THIS MEANS ARRIVING TO CLASS ON TIME! It also means keeping up on the readings AND incorporating book material into your questions and comments. If you must be absent from class due to an illness or family emergency, please e-mail me immediately. If you missed work, you would explain your absence. I expect the same courtesy.

It is also essential that you are ready at the start of each class with your own observations, comments, and questions. Reading daily political sources, such as ABC’s “The Note,” CNN’s “Morning Grind,” or MSNBC’s “First Read” will give you additional context for our discussions.

REMEMBER: Time with many of our guests will be limited. Take advantage of their visit by being prepared with questions. Don’t wait for me to call for questions; jump right in. This is your class! Your participation guarantees a lively dialogue.

More on the class blog: This semester, you will engage in an online class discussion utilizing a class blog with your classmates. This discussion will center around our conversations with our guests, what they say, how they respond to your questions, and your overall reflection on each class.
-- Students must make one entry per week. The entry must be substantive.
-- Students are encouraged to participate as often as possible; I will take this participation into account for extra credit at the end of the semester.
-- Entries must be made before the start of the following week’s first class to count for credit. You are encouraged to make your entries as soon as possible after each class and to revisit the blog to interact with your classmates and to learn from each other.
-- Entries should be re-read and edited as necessary (in other words, don't treat this like an IM or e-mail; write well!). Use AP Style.

Reporting and writing stories: Students will write deadline stories from their choice of three of the video conferences. Stories must be two pages, must utilize AP Style, be double-spaced, and reflect a thorough reread, revise, rewrite and proofread process. You must submit at least one story by the end of September, October and November (see Key Dates below).
Note: Deadlines are important in journalism. You will be penalized one full letter grade for every day an assignment is late.

**Book reviews/final project:** Three books are required reading this semester. Chris Malone, Steve Scully and I will be referring to the two political books during the upcoming classes; James MacGregor Burns’ book will be the subject of your final report. Additional reading material also will be distributed throughout the quarter to supplement the text and provide you with background for classroom discussions. You are required to be prepared for each class AND each guest.

The two book reviews (and the extra credit book review) should be approximately 2-3 double-spaced pages (and written in AP Style). You will summarize the conclusions, offer your own comments, and incorporate observations from the class in the summary.

After the book reviews have been returned, each student will share their observations with the rest of the class. This synthesis exercise will provide the opportunity to generate a thought-provoking discussion on what we’ve learned during the final two weeks of class.

The reviews are due following the fifth week (Sept. 27) and the 11th week (Nov. 15) in class.

**Final Book Review and Analysis:** What issues will our next president face? What factors will determine the outcome of the 2008 race? What leadership lessons can we take from past presidents? Based on what you learned from this class, this report should be divided into three (3) segments:

- Summarize the Burns book: What did you learn? What lessons did you take away from his research?
- Then, apply your findings to the current campaign.
- Finally, conclude this report by writing a 1-2 page summary on the leadership issues and challenges the NEXT president will face.

This final book review should be 5-6 pages in length. Attribute ALL your sources! The assignment is due Nov. 29 in class.
Grading summary

- Blogging participation 11 points (1 point each)
- Guest question preparation 10 points (1 point each)
- Book reviews and presentation 24 points (12 points each)
- Reporting stories 36 points (12 points each)
- Burns book review and analysis 20 points (due Nov. 29)
- Extra credit book review 5 points (due by Nov. 15)

TOTAL: 106 points

Key dates

- Blog entries are due before class of the following week (preferably earlier)
- Guest questions (typed and double-spaced) are due before each video conference
- Video conference story #1 (Sept. 27)
- Book review #1, “The Way to Win” (Oct. 18)
- Video conference story #2 (Nov. 1)
- Book review #2 (Nov. 15)
- Video conference story #3, “The Road to the White House” (Nov. 19 by e-mail)
- Burns book review/analysis (Nov. 29)
CLASS SCHEDULE

Class #1: Aug. 30
- 1:30-2:45 p.m. in 318 Innovation Hall: Class introductions; review of the syllabus; class logistics.
- 2:50-3 p.m.: BREAK
- 3 p.m. SHARP to 4:15 in 437 Innovation Hall (live the GMU-TV video studio): Our guest speaker is Matt Felling (pictured above), co-editor of the CBS daily blog, Public Eye. The class will be taped for later showing by GMU-TV; appropriate dress (no hats or political message T-shirts) is suggested and appreciated.
- Readings for next week: Wayne, “The Road to the White House 2008,” chapters 1 & 3. NOTE: Blog entries are due before the first class of the following week (preferably earlier).

Class #2: Sept. 6
- 1:30-2 p.m. in 318 Innovation Hall: Update and review; asking effective questions.
- 2-2:50 p.m. in 437 Innovation Hall (the GMU-TV video studio): Meet with Professor Chris Malone (above) and his Pace University class.
- 2:50-3 p.m.: BREAK
Class #2: Sept. 6 (cont.)

- **3 p.m. SHARP to 4:15:** Our guest speaker from the C-SPAN studio is Steve Scully (above), political editor of C-SPAN and the immediate past president of the White House Correspondents’ Association. Professor Scully’s University of Denver class will not join us until Sept. 13.
- **Readings for THIS week:** Wayne, “The Road to the White House 2008,” chapters 1 & 3.
  
  **NOTE:** Blog entries are due before the first class of the following week (preferably earlier). **NOTE:** Guest questions (typed and double-spaced) are due for each video conference guest at the start of class (1:30 p.m.).

Class #3: Sept. 13

- **1:30-2 p.m. in 318 Innovation Hall:** Update and review; how to cover the video conferences and write effective stories.
- **2-2:50 p.m. in 437 Innovation Hall (the GMU-TV video studio):** Meet and interact with Professor Scully’s University of Denver and Professor Malone’s Pace classes.
- **2:50-3 p.m.:** BREAK
- **3 p.m. SHARP to 4:15:** Our guest from the C-SPAN studio is political reporter Chris Cillizza of the Washington Post and editor of “The Fix” on WashingtonPost.com.
- **Readings for this week:** Wayne, “The Road to the White House 2008,” chapter 2.
Class #4: Sept. 20

- **1:30-2 p.m. in 318 Innovation Hall:** Update and review; more on how to cover the video conferences and write effective stories.

- **2-2:50 p.m. in 437 Innovation Hall (the GMU-TV video studio):** The electoral environment, fundraising and campaign spending with professors Scully, Malone and Klein.

- **2:50-3 p.m.: BREAK**

- **3 p.m. SHARP to 4:15:** Our confirmed guest from the C-SPAN studio is Bob Schieffer (above), moderator of the CBS Sunday News public affairs program “Face the Nation.” Our tentative second guest is Karl Rove (below), the former Senior Advisor & Deputy Chief of Staff of the Bush White House.

- **Readings for this week:** Wayne, “The Road to the White House 2008,” chapter 4.
Class #5: Sept. 27
- 1:30-2 p.m. in 318 Innovation Hall: Update and review.
- 2-2:50 p.m. in 437 Innovation Hall (the GMU-TV video studio): Professors Scully, Malone and Klein on blogs, talk radio and the news media in American politics.
- 2:50-3 p.m.: BREAK
- 3 p.m. SHARP to 4:15: Our guests from the C-SPAN studio are John Harris (above right), editor in chief of the Politico and Politico.com, and Mark Halperin (above left), former political editor of ABC News and now a contributing editor at Time magazine and Time.com. Harris and Halperin are co-authors of “The Way to Win: Taking the White House in 2008.”
  NOTE: Video conference story #1 is due at the start of class.

Class #6: Oct. 4
- 1:30-2 p.m. in 318 Innovation Hall: Update and review.
- 2-2:50 p.m. in 437 Innovation Hall (the GMU-TV video studio): Professors Scully, Malone and Klein on campaign advertising.
- 3 p.m. SHARP to 4:15: Our guest from the C-SPAN studio is Byron York, contributing editor for “National Review,” a blogger for the Huffington Post, and author of “The Vast Left Wing Conspiracy: The Untold Story of How Democratic Operatives, Eccentric Billionaires, Liberal Activists, and Assorted Celebrities Tried to Bring Down a President -- and Why They'll Try Even Harder Next Time.”
Class #7: Oct. 11
- 1:30-2 p.m. in 318 Innovation Hall: Update and review.
- 2-2:50 p.m. in 437 Innovation Hall (the GMU-TV video studio): Professors Scully, Malone and Klein on campaigning.
- 2:50-3 p.m.: BREAK
- 3 p.m. SHARP to 4:15: Our scheduled guest from the C-SPAN studio is Howard Dean (above left and center), chairman of the Democratic National Committee, former governor of Vermont and a 2004 Democratic presidential candidate. Also schedule: Lee Rainie (above right), founding director of the Pew Internet & American Life Project.

Class #8: Oct. 18
- 1:30-2 p.m. in 318 Innovation Hall: Update and review.
- 2-2:50 p.m. in 437 Innovation Hall (the GMU-TV video studio): Professors Scully, Malone and Klein on primaries, caucuses and party conventions.
- 2:50-3 p.m.: BREAK
- 3 p.m. SHARP to 4:15: Guest TBA.
NOTE: Book review #1, “The Way to Win,” is due at the start of class.
Class #9: Oct. 25

- **1:30-2 p.m. in 318 Innovation Hall:** Update and review.
- **2-2:50 p.m. in 437 Innovation Hall (the GMU-TV video studio):** Professors Scully, Malone and Klein on the longest campaign and the impact of talk shows, talking heads and blogs on the political process.
- **2:50-3 p.m.: BREAK**
- **3 p.m. SHARP to 4:15:** Our scheduled guest from the C-SPAN studio is **Bill Press,** radio talk show host and the author of “How the Republicans Stole Religion: The Republican Party’s Declared Monopoly on Religion & What Democrats Can Do to Take It Back.”
- **Readings for this week:** Wayne, “The Road to the White House 2008,” chapter 9.

Class #10: Nov. 1

- **1:30-2 p.m. in 318 Innovation Hall:** Update and review.
- **2-2:50 p.m. in 437 Innovation Hall (the GMU-TV video studio):** Professors Scully, Malone and Klein on campaign strategies, polls and focus groups.
- **2:50-3 p.m.: BREAK**
Class #10: Nov. 1 (cont.)

- 3 p.m. SHARP to 4:15: Our scheduled guest from the C-SPAN studio is Frank Luntz (above with former New York City Mayor and Republican presidential candidate Rudy Giuliani), Republican pollster, strategist and author of “Words that Work: It’s Not What You Say that Matters, It’s What People Hear.”

   NOTE: Video conference story #2 is due at the start of class.

Class #11: Nov. 8

- 1:30-2 p.m. in 318 Innovation Hall: Update and review.
- 2-2:50 p.m. in 437 Innovation Hall (the GMU-TV video studio): Professors Scully, Malone and Klein on presidential debates.
- 2:50-3 p.m.: BREAK
- 3 p.m. SHARP to 4:15: Our scheduled guest from the C-SPAN studio is Frank Fahrenkopf, cochairman of the Commission on Presidential Debates.

Class #12 Nov. 15

- 1:30-2 p.m. in 318 Innovation Hall: Update and review.
- 2-2:50 p.m. in 437 Innovation Hall (the GMU-TV video studio): Professors Scully, Malone and Klein on course review.
- 2:50-3 p.m.: BREAK
- 3 p.m. SHARP to 4:15: TBA.

   NOTE: Book review #2 is due at the start of class.

   NOTE: Video conference story #3, “The Road to the White House” is due by Nov. 19 by e-mail.

Nov. 22: Thanksgiving break

Class #13: Nov. 29

- 1:30-2:50 p.m. in 318 Innovation Hall: Class presentations.
- 2:50-3 p.m.: BREAK
- 3 p.m. SHARP to 4:15: TBA.

   NOTE: Burns book review/analysis is due in class.

Class #14: Dec. 6

- 1:30-4:15 p.m. in 318 Innovation Hall: Class presentations; course evaluations.
- 2:50-3 p.m.: BREAK