



# ONE STATE, TWO STATE, RED STATE, BLUE STATE

A QUICK GUIDE TO WORKING ON POLITICAL CAMPAIGNS

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*"Better to be the architect of something you can endorse than the placard waving protagonist standing in the rain."* - Tim Woods, Communications Consultant

## INTRODUCTION

Political campaigns offer the opportunity to develop and refine a wide assortment of skills in an extremely fast-paced and flexible environment. Moreover, they give a unique perspective into the electoral process and the cares and concerns of elected officials, and can often lead directly or indirectly to government employment down the road.

Campaign work is certainly not for everyone: there is usually little formal mentoring, little structured feedback, little administrative support, and little free time – and given the finite nature of the campaign cycle, often little long-term stability.

## ON WHAT TYPE OF CAMPAIGN COULD I WORK?

When you think of a campaign, you may first picture the presidential races made most accessible by the media. But there are thousands of campaign experiences that are a long way from *The West Wing* – whether you are committed to a geographical region, a specific candidate, or a political party's platform.

There are 535 members of the U.S. Congress (not including delegates from DC or other territories), over 7,000 state legislators, over 7,000 elected state judges, hundreds of state governors and auditors and attorneys general and treasurers and secretaries of state, and thousands of mayors and city councilmembers. The vast majority of elections to fill these offices feature some form of campaign. Furthermore, that list does not include the wide array of issue-oriented ballot initiatives or referenda ranging from as mundane as local school bonds to hot button issues such as abortion, many of which generate campaigns of their own.

*How do you decide which campaign is right for you?*

1. What level of **responsibility** are you seeking? With little experience but a high level of motivation and competency, you may find yourself in a relatively senior post on a small campaign – perhaps even running it. Most campaigns are meritocracies and you can rise quickly if you earn it. However, it can be more challenging to secure a position with a lot of responsibility for one of the major parties' presidential campaigns.
2. What is your ability to get by with limited **funding**? Larger campaigns will be more likely to support paid campaign positions, though even they may ask or expect you to work as a volunteer for a while. On the flip side, the biggest campaigns can also rely on a steady flow of volunteers and have less need to bring on non-essential paid staff.
3. How **geographically flexible** are you? Do you want to stay close to home or are you willing to relocate? Are you willing to travel, and if so, how frequently?

4. **How long** do you want to devote to the campaign enterprise? Any campaign will want to know that you are in it for the long haul before giving you a position of responsibility, but the “long haul” on a local campaign may be just a month or two, while the presidential “long haul” can be as many as two years.
5. How sharp are your **elbows**? There may be more competition and jostling for choice spots on a larger campaign, whereas a smaller campaign may experience less turmoil. Unfortunately, though, the degree of competition depends less on the size of the campaign and more on the quirks of an individual campaign structure.

*How do I choose a candidate?*

Tip O’Neill is credited with explaining that “all politics is local,” and many individuals find it easier to land a position with a hometown or home-state candidate. Hometown status is no guarantee of a position, however, and many campaign staff work for public officials from thousands of miles away. The candidate’s popularity may also be a concern, as the most popular candidates are also likely to foster the most competitive environments for job seeking. For example, it may be easier to secure a more prominent position with a third-tier candidate than with the frontrunner. It is also common for party nominees to hire their erstwhile competitors’ staff after candidates drop out of the primary process: it may be more advantageous over the long-term to have a more senior position with a losing candidate and be hired over to the eventual nominee’s senior team, than to have a very junior position with the winner. An exception to this rule is that some presidential campaigns can turn incredibly nasty, and the winning campaign might not consider hiring anyone from a campaign that cast aspersions on their candidate.

*Will working for a losing candidate impair my chances for professional opportunities down the road?*

There are usually too many moving parts for success or failure to be attributed to one particular individual. As long as you have acquitted yourself well and commanded the respect of your supervisors and colleagues, there is little to no stigma attached to working for a losing candidate. In terms of your future job search, the experience is much more important than the result. In fact, many prominent lawyers have made valuable connections working on “failed” campaigns.

## **WHAT IS CAMPAIGN WORK?**

*Can someone with a legal background do legal work, or can they effectively be used in other ways on a campaign?*

If you mention that you are an attorney when you first present yourself to a campaign, it will probably be assumed that you want to do legal or policy work. There is plenty of work that will take advantage of your legal training on most campaigns: ensuring ballot access; evaluating election laws to help design absentee and get-out-the-vote strategy;

surveying communications for compliance with various requirements; processing contributions and structuring fundraising events; reviewing contracts for personnel, field offices, equipment, and data; and helping to prepare reporting documents for submission to federal and/or state regulatory bodies. Additionally, policy jobs are often among the most sought after and prestigious in a campaign.

That said, most attorneys do not necessarily do legal or policy work on campaigns. They work in virtually every capacity available, including those that do not require legal skills. Lawyers have been fundraisers, political desk representatives, speechwriters, constituent liaisons, schedulers, advance team leaders, field organizers, volunteer coordinators, technology managers, spokespersons, communications consultants, media buyers, convention organizers, event planners, and even campaign managers. Many of the same skills that contribute to good lawyering are invaluable in other respects on the campaign trail – and many lawyers are sufficiently versatile that they are able to pick up wholly unfamiliar skills in the fast paced campaign environment.

Remember that having a law degree or being a law student does not make you more qualified to work on a campaign than someone who has no legal experience. Employers value *campaign* experience. If you do not have any campaign experience, show up and be willing to work hard at whatever is required.

For HLS students: Your HLS degree will not allow you to opt out of grunt work or tasks below your skill level. Your supervisor on the campaign may still be an undergraduate. Reminding them that you attend Harvard will not do you any favors.

## **THE HIRING PROCESS**

*How do I get involved, or how do I make connections if I do not already have them?*

Networking is crucial in the political field. The inside connection that you do not have yet can be surprisingly simple to cultivate. More so than most jobs, a spot on a campaign is rarely secured through the cover letter and interview process. Instead, someone you know will call someone they know, and an offer will be extended. If you do not know anyone currently working on a campaign, reach out to campaign alums: many campaign workers are repeat players, and if your friend has worked on a campaign before, chances are good that he or she may know someone now working on the campaign that has caught your interest. For HLS students, it would also be beneficial to identify any alumni working on campaigns or otherwise affiliated with partisan work (i.e. groups such as the National Republican Senatorial Committee or Democratic Senatorial Campaign Committee). Also, student groups often have an inside track on the campaigns. Contact the presidents of the law school GOP or Dems; they should be able to help you or put you in touch with someone who can. If they do not have any contacts, they could refer you to undergraduate partisan groups.

If you do not have a particular connection, you might simply show up. If you can volunteer for a period of time, or are willing to travel, you may be put to work by visiting

the campaign office with resume in hand. Few high-profile jobs are parceled out to sudden volunteers, but you might be able to parlay a volunteer spot secured early in a campaign's life cycle into something with more stability as the campaign gathers steam and takes on more people. Senior campaign staff will look to the people who are already involved with the campaign to take on positions of greater responsibility. If you can volunteer, put in the hours that the staff are putting in; they will respect your commitment and be more likely to consider you as one of their own. (More time = more connections.) But be careful not to act as though you are there just to "make connections". Keep your head down and get your work done.

The second-best solution requires a bit of moxie and a bit of homework: look at regulatory disclosure records (the FEC for federal races, and equivalent state bodies for state races) to find out if a partner at a law firm you are affiliated with was a major donor to a past campaign in the same party. Occasionally, major donors may know of available routes to campaign work even if they have not themselves worked full-time on a campaign. Also, research the campaign's consultant disbursements to identify the outside people and firms involved in the campaign; these consultants can be another avenue to making connections on a campaign.

*Do I have a realistic shot at high-profile campaigns if I do not have an inside connection?*

That depends on what you want to do. If you do not have an inside connection, you are not going to be the campaign manager of a presidential campaign, or even a highly-placed deputy. But if you do not mind a position that is considered less glamorous in the campaign world – and most legal jobs on a campaign actually fit in this category – a high-profile campaign is not out of reach, especially if you start early. Communications and policy work tend to be the most highly sought after, and therefore the first to go to people with inside connections. Other functions may be more open to those without such a connection. Even in presidential campaigns, many people start as volunteers in the primary season.

*To whom would I direct my application?*

It is not always easy to figure out where to send a campaign application. On a smaller campaign, you might send your application directly to the candidate, or to the campaign manager. On a larger campaign, you may be able to determine the functional or geographic head of the department you want to work for from press reports or from the campaign website. There may be a central volunteer coordinator tasked with placing campaign volunteers. If you cannot determine the appropriate addresses from public sources, simply send your materials to someone whom you know to be affiliated with the campaign, and ask that they forward your materials to the appropriate individual.

*What materials should be in a campaign application packet?*

If you are submitting your application cold, you should prepare a resume, emphasizing any political or campaign experience, and a *very brief* cover letter. In your cover letter,

you should state as clearly as possible what you would like to do on the campaign and how flexible you are willing to be. Often, campaign personnel are too overburdened to give much thought to placing new hires or volunteers, and may sit on an application simply because they do not have time to think of an appropriate placement. To the extent that your cover letter can save them the mental effort, it will be processed more quickly. **Do not get so busy boasting about experience and qualifications in your cover letter that you fail to explicitly mention the candidate and your support of him or her.**

Along the same lines, demonstrating your own competence will often speak louder than a resume. If you want to do a particular type of work that requires written output (briefing papers, policy papers, talking points, speechwriting), include an example of what you would produce for the campaign: not a generic writing sample, but something tailored for your position in your chosen campaign. The bigger the campaign, the more useful this approach. If you are living in Minneapolis and want to work on the gubernatorial race (or any other state or local race), writing out a stump speech is not going to be as effective as going down to a campaign office and introducing yourself. However, if you are from Cedar Rapids and write up a precinct-by-precinct field plan backed with data for a presidential front-runner, they just may get back to you.

*Am I going to be paid?*

Maybe. Especially if you have had similar campaign experience before, you may be hired for a particular spot at a particular salary. If not, you may be expected to work as a volunteer first, especially if the campaign is just getting its fundraising operation started.

Most paid positions are paid weekly, and except for experienced and high-profile senior operatives, the compensation will be fairly meager. Depending on the structure of the campaign and your particular role, you may also be hired as an independent consultant, without medical insurance or other benefits. **Few people take entry-level campaign positions for the immediate monetary rewards.** Most students realize that working for free will provide them with connections that will pay off later in their career, especially if they have political aspirations.

Volunteers find that they can support themselves on less than they think. You may not have to pay rent if you can arrange campaign housing with supporters. Additionally, depending on your role, you might have access to a campaign vehicle. Also, certain jobs, such as advance work, will cover traveling expenses.

## **EMPLOYMENT AS A STUDENT**

*Is full-time work for a candidate the only way to get involved?*

Though the most prestigious campaign jobs are generally full-time staff positions, you may or may not want to give that much of a time commitment. There are many ways to get involved with a campaign without giving up your day job (Important note: some government or nonprofit “day jobs” may limit the extent to which employees can be

involved with campaigns. Make sure you check on your legal limitations or ethical obligations before signing up for a campaign). For example, you might help a campaign with fundraising, weekend canvassing, or get-out-the-vote operations closer to Election Day. You could also take on election protection work part-time, or for a limited pre-election period (election protection ensures that voters do not encounter any problems at the polls).

Since every day on a campaign can feel like a fire drill, staffs often appreciate someone outside the office who can do long-term research (often opposition or legal research). In order to succeed in such a role, you must be good with self-managed work and timelines.

There are also campaign jobs that do not involve dedicating yourself to one and only one candidate. You could work for one of the umbrella party organizations, like the DNC or RNC, or one of the blanket campaign organizations, like the National Republican Congressional Committee or Democratic Congressional Campaign Committee. You could work for an independent political entity, like the political fund of a union or trade organization or issue-oriented nonprofit, or for a political action committee or “527” organization (like Progress for America or The Club for Growth). You could work for a campaign vendor that services multiple candidates, or for a law firm with an election law or campaign practice.

*I do not want to work in politics, but I feel strongly about this candidate. If I spend a summer working on his or her campaign, will I jeopardize my chances of finding post-grad employment by “wasting” a summer?*

This move can be a bit risky. The wisdom of such a choice will depend on many factors, including what you would be doing for the campaign, with whom you would be working, what other job experience you have, and what your post-graduate goals are. HLS students should talk to a career counselor in the OPIA office before committing to this route.

*If I can only work in the summer, how can I maintain my contacts so that if the candidate is elected, I could have the chance to work for them post-grad?*

The best way to maintain your contacts is to continue working for the candidate in a limited capacity up through the election. Students have volunteered their time to canvass, to organize their school or local geographic community, to organize fundraisers in the area, to spread the word about local events, to write letters to the editors of local papers, to help produce drafts of policy papers, and to dedicate election day to getting-out-the-vote. Especially if you have become a valued employee or volunteer over the summer, the campaign will be eager to have the (likely unpaid) extra help through the remainder of the year.

Even if you are not able to continue working with the candidate, however, do not assume that you will be shut out of a job further down the road. If your goal is to work for a candidate post-election, let the campaign manager know when you head back to school.



It is true that non-civil service government positions are often filled on a first-come, first-serve basis from the ranks of the campaign staff, but trusted summer employees may also be in the mix. If you are in the position to later apply for a position on an elected official's staff, simply note your campaign experience – along with the specific role that you played on the campaign – in the cover letter.

*Would a campaign accept my help exclusively during the winter term?*

Yes, but do not expect the work to be either glamorous or paid. Short-term volunteers generally spend their time in the least high-profile areas: administrative processing; responding to campaign mail and email; and especially in January, contacting constituents in early primary states, either in person or by phone. During January of a presidential election year, presidential campaigns need volunteers to travel to Iowa or New Hampshire to knock on doors or do advance work. Unless you happen to be a credentialed and established expert in a particular subject area, it will ordinarily not be worth a campaign's energy to develop the trust needed for in-depth policy work if you are only going to be around for a month. HLS students interested in pursuing this option must check with the Clinical Programs Office to ensure that they can receive credit for the campaign assignment they propose; some work may be too far removed from anything legal to qualify.

*How could I work for a candidate during the academic year?*

See the answer on summer work above: many tasks performed during the summer are necessary on a smaller scale during term-time: examples include organizing house parties, reaching out to political organizations across campus, and researching narrow issues. You can also join local City, Town, or Ward Party Committees for the various political parties.

You can also help to maintain a candidate's web presence: either by blogging officially or unofficially for the candidate, or by maintaining or bolstering supporter websites. Or you could start or run a local political organization. For example, one of our HLS advisors started Republicans International with a few partners abroad to help overseas U.S. citizens with voter registration and absentee ballots.

And again, in presidential campaign years, Cambridge-based supporters are desperately needed to head up to New Hampshire during the academic fall to make contact with potential voters.

*Should I ever take a leave of absence from law school to work on a campaign?*

Yes! One of the greatest luxuries of being a student is the ability to press "pause" in your education and take advantage of some experiences that you can only afford to do at this stage of your life. If it is something that you are really committed to, go for it!

## POST-GRAD EMPLOYMENT

*What kind of position could a new law school graduate expect to have on a campaign?*

The answer will depend greatly on the size of the campaign and on your previous experience. A law degree on its own does not make anyone qualified to work as a senior strategist or policy wonk. On a national campaign, the bad news is that you can expect to start at the bottom. The good news is that talent is often rewarded quickly and there is room for advancement. New law school graduates have filled many campaign positions not associated with the practice of law.

If you want to work for a campaign in a legal capacity, of course, you will have to have taken the appropriate bar exam, or have otherwise qualified for an exception in the relevant state bar. Although a recent law graduate will not usually be the final arbiter of legal issues on a campaign, it is not at all unusual for recent graduates to do the preliminary legal work, submitting more difficult questions to senior lawyers either employed directly by the campaign or serving the campaign as outside counsel.

*What will taking a year to work on a campaign after law school do to/for a new graduate's ability to get a job down the road?*

Campaign work – even campaign work that does not involve the practice of law – helps not only to develop an individual attorney's skills, but also to develop his or her contacts in government service. Many campaign staffers go on to work in government after the campaign season, some in high-profile political appointments. A year of campaign work will thus put you in touch with many individuals who could further a job search related to the public sphere, whether on Capitol Hill or in the State House, or in private sector positions that focus on government-related work. Campaign work is certainly no guarantee that you will be swept into the corridors of power if your candidate is successful – but it can help to ensure that doors open quicker and wider.

### ◆ *On Capitol Hill?*

If you work for a winning congressional campaign, you have could secure a job with the Member of Congress for whom you worked, particularly if your candidate is new to Congress. However, a current Member will have a preexisting Washington staff and a campaign staff: the entire campaign staff will not go to Washington. Capitol Hill values prior Hill experience, or work done elsewhere, especially in government or a substantive public interest field. If your end goal is to work on the Hill, you might consider interning on the Hill in lieu of working on a campaign. However, campaign work for a newly elected member will also facilitate having your resume reviewed by his or her congressional office.

Also, if you worked on a presidential or other federal race, other elected representatives on Capitol Hill likely backed your candidate. Even if your candidate loses, you may still have success applying to officials who backed your former employer's candidacy.

◆ *In the private sector?*

Campaign work develops a set of skills that are highly valued in the private sector. Your resume and cover letter should speak to your ability to work under pressure, get results, be a team player, and interact with a diverse group of people.

Note that there are a few select firms that are hesitant to hire someone who has displayed a high level of partisanship – especially if the firm’s partners tend to contribute heavily to the other party. Do your research before beginning the job application process!

◆ *Nonprofits?*

See answer to “in the private sector.” In addition, non-profits appreciate a specialized skill set. If you worked in the policy shop of a campaign, you will have impressive work product to refer to in interviews with an issue-oriented nonprofit.

## COMMON FUNCTIONS ON POLITICAL CAMPAIGNS

Before you approach a campaign to ask about a position, you should give serious thought both to the type of position you would optimally prefer, and to the types of positions you would be willing to take. Campaign workers usually begin with field, advance, or fundraising work, and later “graduate” to doing policy or political work – but the hierarchy is not rigid, and depending on your particular connection, it may be possible to enter the campaign process at a different point. The lists below are arranged alphabetically, rather than in hierarchical order, as the relative hierarchy may depend entirely on the nature of a particular campaign. Finally, depending on the size of the campaign, several of these functions may be unnecessary, or handled by a single person.

### *Work involving the practice of law*

- **Ballot access**  
Ballot access laws are often cumbersome and esoteric, with fees and/or signature requirements from certain populations, all with their own deadlines. Lawyers have to review these requirements to ensure that a candidate or ballot measure is able to get on the ballot.
- **Communications compliance**  
Campaign finance law places certain restrictions on campaign communications, including the McCain-Feingold provisions for federal campaigns. Lawyers have to ensure that the communications comply with the regulatory requirements.

- **Election administration**  
Each jurisdiction will have its own idiosyncrasies in terms of voter registration, absentee ballot, early vote, and poll site regulations. Parsing these requirements is necessary to inform a campaign’s registration and/or get-out-the-vote (GOTV) resources and strategy. These same laws can also form the basis of an election protection effort, to ensure that eligible voters are able to cast an effective vote.
- **Fundraising compliance**  
Campaign finance laws also restrict the sources of funds and require disclosure of some donations and expenses. Lawyers ensure compliance by reviewing checks coming in the door and reports going out.
- **Transactional review**  
Campaigns are essentially mini-nonprofit businesses, ramping up and shutting down with extraordinary speed. As in any business, a campaign organization must be formed and organized in compliance with legal requirements. Campaigns will very quickly generate many contracts – including contracts for personnel, field offices, equipment, and data – that should be reviewed by an attorney.

*Work other than the practice of law*

- **Advance**  
Before a candidate appears in public, an advance team will scout the location, arrange logistics, and assist in drumming up an appropriate audience. Many advance teams have at least one staff member present during an event to oversee logistics. Advance work involves lots of travel; you could be on the road twenty days out of the month on a national or statewide campaign. This work is less sensitive and is more likely to go to campaign novices who exhibit independence, self-confidence, imagination, and good judgment.
- **Campaign management**  
Campaign managers and their deputies integrate all campaign functions, sometimes doing, and sometimes directing traffic. It is ultimately their job to make sure that the entire campaign runs as smoothly as possible.
- **Communications**  
The communications staff is responsible for public manifestations of the campaign’s message and is a very politically sensitive area. Staff members write speeches, prepare and place ads (“paid media”), create media events (“free media”), and respond to press inquiries. The official campaign spokesperson or spokespeople will be members of the communications staff. As Election Day nears, communications generally takes on a lot of low-level staff to man war rooms (which consists of watching a lot of television screens in shifts 24 hours a day).

- **Constituent liaison**  
Constituent liaison work is less politically sensitive and conducts outreach to the local leadership of particular interest-group communities: sometimes organized along racial or ethnic lines and sometimes along professional or issue lines (e.g., “lawyers for XX”, “environmentalists for XX”).
- **Convention support**  
For major statewide or national campaigns, political parties may celebrate the end of the primary process with a formal nominating convention. Often, parties or campaigns will have their own team hired specifically to plan and coordinate these conventions. Important functions leading up to the convention may include addressing rules and platform issues and organizing delegate selection and support.
- **Field**  
Field teams contact voters, assemble supporters, and create events in particular geographic regions. They help register voters, deliver campaign literature and other information, call potential voters to inform or persuade, and above all, are responsible for getting supporters to the polls on election day.
- **Fundraising**  
Fundraisers generate the cash that lets the candidate spread his or her message, which often serves independently as a test of the candidate’s credibility. Fundraising can involve big events, extended web campaigns, small house parties, group-based incentives or individual contributions. In any guise, it is welcome. Staff tends to consist of very young people, especially at the lower rungs.
- **Information technology**  
A designated IT staff is critical, especially on a larger campaign. They keep the back office running, manage phone and/or BlackBerry service, and ensure that the campaign’s computer network functions. More advanced campaigns need staff to tend the infrastructure for volunteer coordination programs or voter contact programs that run directly off of a campaign’s technology platform.
- **Policy**  
The policy shop prepares policy and position statements, responds to issue-based questionnaires sponsored by interest groups (usually in the context of a group’s pending endorsement), and helps prepare talking points and position papers for the candidate on particular issues, ranging from education, health care, economic development and crime to international relations.

In a large campaign, these jobs are likely to go only to those with substantial experience in a substantive policy area. You can develop this experience through work at think tanks such as the Heritage Foundation, the Brookings Institution, and the Center for American Progress. Policy experience can also be developed

on a smaller scale while at law school through participation in groups such as the Federalist Society or the American Constitutional Society.

- **Political**

The political desks of a campaign usually have three primary functions: briefing the candidate on particular political terrain, securing the goodwill or endorsement of other political leaders, and maintaining a close liaison with the campaign's field workers. Political desks are usually arranged by geographic territories. This is very sensitive work, but campaigns occasionally hire newcomers if they are politically savvy.

- **Research**

“Opposition research” (the art and science of finding out as much as possible about the opponent) is extremely important and the most notorious research function, but by no means the only role of research staff. Staff also researches their own candidate. This rapid response can be exciting for someone who loves the political game, but the hours can be grueling and boring. Expect twelve to sixteen hour days of Googling and Nexis research.

Research staff keep the campaign informed: they may vet would-be staff or volunteers, dig up details on particular policy proposals, or track media appearances by their own candidate, surrogates, and opponents. Research is one of the most sensitive areas of a campaign, but if the staff trusts you, it does not require a lot of experience. Research is a great introductory job in a campaign if you are willing to put in the hours.

- **Scheduling**

The competing demands on the candidate's time can be tremendous, and someone on the campaign has to be responsible for negotiating the competing priorities and setting the candidate's schedule. In the complicated internal dynamic of a campaign, the schedulers are among those with the most internal clout because they guard the campaign's most scarce resource. Scheduling is very sensitive work with the need for staff to be on call 24/7.

- **Surrogate management**

The candidate can only be in one place at one time: for everything else, there are surrogates. Surrogates are public or quasi-public figures enlisted to speak or appear on the candidate's behalf – they may be members of his or her family, prominent public figures, or other elected officials. Larger campaigns will have staff specifically devoted to scheduling and managing surrogate appearances, including providing speech materials and talking points that are closely coordinated with what the candidate is saying. Surrogate management is politically sensitive work and is quite interesting because you will get to meet some of the heaviest hitters in the business.

- **Targeting**  
Campaigns must figure out how best to deploy their resources: though it may feel like the country is saturated toward the end of a campaign cycle, campaigns cannot possibly hope to reach everyone all the time. The targeting staff is tasked with determining which voters the campaign should contact through different means – both in terms of general groups and specific individuals. In many campaigns, this responsibility falls under the political shop and requires people who love campaigns and data management. If you want to groom yourself for this position, put Excel skills on your resume.
- **Volunteers**  
Many campaigns are so awash in volunteers that they must find a way to productively harness this energy. Some will employ campaign staff specifically to find and manage volunteers and to deploy the talents of campaign supporters where they can do the most good. This is generally less sensitive work, but requires a lot of patience!
- **Web development**  
In addition to supplying basic information about a candidate, many campaigns will use the Web (especially websites and blogs) to allow supporters to interact with the campaign or with each other, to raise funds, and to generate publicity for particular events and for the campaign in general. Website design and maintenance is incredibly important work, but can be open to someone with no prior campaign experience if they have strong technical skills.

## CONCLUSION

If you have any inclination to be involved in a political campaign, do it! The pace can be grueling, but the work is rarely boring, and individual effort makes a difference every day. In addition to the satisfaction that comes from working for someone you respect and whose positions you support, there is a sense of gratification that comes from working on a project where there will be demonstrable winners, losers, and an end date. You will also build camaraderie with and relationships to individuals that can be beneficial far into the future. Campaigns can provide a host of experiences and levels of excitement that are difficult to match in any other environment.

## RESOURCES

*Listed below are some of the organizations which focus on campaign work.*

### CAMPAIGN MANAGEMENT INSTITUTE

Center for Congressional and Presidential Studies, Ward 109, American University, 4400 Massachusetts Ave. NW, Washington, D.C. 20016

(202) 885-3491 Fax (202) 885-1038

<http://spa.american.edu/ccps/institutes.php>

American University sponsors an intensive two-week semiannual training session in January and May on all aspects of political campaigning, taught by experts from both political parties. Non-degree seeking students can apply to attend.

### CAMPAIGNS & ELECTIONS

1655 North Fort Myer Dr., Suite 825, Arlington, VA 22209

(703) 778-4028 Fax (703) 778-4024

[www.campaignline.com/seminars](http://www.campaignline.com/seminars)

Non-partisan website that tracks all things political. You can subscribe to their print magazine that is published ten times a year. They also sponsor several conferences a year on specific election issues. Contact them for upcoming training events or see their website. On their site, you can subscribe to Campaign Insider, which will email political job opportunities as well as the latest gossip.

### NEW ORGANIZING INSTITUTE

2451 18<sup>th</sup> Street NW, Washington DC 20009

(202) 558-5585

<http://www.neworganizing.com>

This is a progressive organization dedicated to teaching the intricacies of grassroots organizing with a large focus on using technology to get out one's message. They host an annual all-expenses-paid Summer Campaign Boot Camp

*For more information on working on campaigns, the following books and publications provide both practical advice as well as personal perspectives and anecdotes. See also publications by the RNC, DNC, and local State Committees.*

### **Guide to Political Campaigns in America**

by Paul Herrnson

Published by CQ Press, 2005

### **Governors Guidebook Series: Keys to the Governor's Office for Women**

Published by the Barbara Lee Foundation, 2004