

CONFERENCE COVERAGE

Public's Interest in Politics Is PAC Managers' Opportunity

A dramatic shift in national political leadership and great economic uncertainty pose big challenges for all public affairs professionals, but especially for PAC managers. Keeping members motivated and meeting fundraising goals — sometimes with reduced staff — is no easy task. Fortunately, speakers at the Council's National PAC Conference in February in Orlando, Fla., lacked neither ideas nor enthusiasm, both tempered by admirable realism.

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"We face a crisis of confidence as well as an economic crisis."

— Lisa Rice, manager of political and external affairs for Citigroup, Inc.

"We face a crisis of confidence as well as an economic crisis," Lisa Rice, manager of political and external affairs for Citigroup, Inc. told a workshop on "Downsizing and Downturns: Fundraising Through Troubled Times."

With confidence in many financial institutions lagging, PAC members want to be sure their donations are used wisely. Managers must make sure they communicate frequently with their members, and not just when soliciting contributions. They should also communicate their value to senior managers, whose support is essential to any PAC's success.

In Troubled Times

"We may be in an economic downturn, but we are also at a peak time in our members' understanding of the political process," said

Shaun Garrison, federal legislative affairs liaison, Ameren Corporation. In part because of a closely followed and historically significant presidential election, members are showing more interest than ever in politics — especially the political activities of their own companies.

While Americans continue to contribute to political organizations, they're not doing so "as dramatically," said Roshan Patel, Mid-Atlantic/PAC finance director for the Democratic Senatorial Campaign Committee (DSCC). "Contributions are coming in, but in increments. Donors aren't maxing out their contributions up front."

Speakers — as well as participants in breakout sessions and at networking breakfasts and lunches — had no shortage of ideas for keeping contributions coming. One thing they noted was that building trust in your PAC will be more important than ever.

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Will Ethics Rules Really Mean Effective Government?

By Doug Pinkham



The anti-lobbying rhetoric around Washington is so thick these days it would seem more acceptable to be an illegal arms trader than a political advocate.

This is unfortunate. While other commentators have written recently about the constitutional right to petition government, this is not a rant to defend the right of lobbyists to lobby. It's an expression of genuine concern that President Obama — with his harsh talk about lobbying and new restrictions on lobbyists — may actually be setting himself up to fall short of his ultimate goal, which is effective government.

Hiring the Most Qualified

Strong conflict-of-interest guidelines in the private and public sectors are a good thing. Greater transparency in government and advocacy is a great thing. Hiring government officials based on merit — rather than political connections — is a wonderful thing.

But very often in this town, the people best qualified for government jobs are those with lobbying credentials. Yes, they have political connections. They also know the issues, know the players, know the system and know how to get things done.

Witness Obama's selection of William Lynn III as deputy secretary of Defense. Once it was reported that Lynn was Raytheon Co.'s top lobbyist, the White House

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Two Cheers For Earmarks

By Alan Pell Crawford, *Impact* Editor

*“Earmarks are the responsibility of Congress.
We should earmark even more.
We should earmark every penny.”*

— Rep. Ron Paul, R-Texas, “Fox News,” March 10



It’s beginning to look like President Obama was no more serious about ending earmarks than he was about banning lobbyists from his administration.

This is a relief.

Republican John McCain’s attacks on these cleverly concealed “pork barrel” projects were beginning to sound more than a little hypocritical months ago. And when Americans seem eager for their government to borrow its way to prosperity, even talking about runaway spending sounds disingenuous.

In March, the president signed legislation with almost 9,000 of these earmarks. Nine thousand of anything impresses me, but a little context always helps. Generally speaking, earmarks constitute about 1 percent of federal outlays. They make up fewer than 2 percent of the expenditures under consideration now.

And the more I learn about earmarks, the more I like them. I’m not crazy about how the projects they bankroll end up in spending bills — the element of secrecy should offend any citizen of a self-governing republic — but consider this: The aggregate amount to be spent has already been determined before the specific projects are ever selected.

“The only difference is that with earmarks, individual lawmakers get a little bit of say in how it gets spent,” Dave Gonigan of Agora Financial writes. “Take earmarks out of the equation, and the decisions get made within the executive branch, or at best, among the congressional leadership — whose primary concern would be rewarding friends and punishing enemies among the back-benchers. From a sheer separation-of-powers standpoint, earmarks are actually a good thing: Remember, the money’s going to get spent anyway.”

‘Corrupt Lobbyists’

My old boss Ron Paul — I was his press secretary in the early 1980s — put the matter with bracing overstatement.

“I don’t believe the problem is corrupt lobbyists or even corrupt politicians per se,” Paul declared three years ago. “The fundamental problem, in my view, is the very culture of Washington. Our political system has become nothing more than a means of distributing government largesse, through tax dollars confiscated from the American people... What’s another million or so for some pet project, in an annual budget of \$2.4 trillion?”

(Now, of course, for fiscal 2010, the administration wants \$3.6 trillion.)

I’m even growing fond, in my dotage, of “special interests.” In a remarkable essay called “The Two Majorities in American Politics,” the brilliant, if somewhat eccentric, Willmoore Kendall observed in 1960 that congressional elections, unlike presidential contests, are designed to dispatch very different sorts of elected officials to Washington. They’re supposed to represent different kinds of constituencies.

Presidents are to represent “the people” en masse, appealing to more idealistic (and more unrealistic) sentiments.

Grubbier Constituency

Members of Congress, by contrast, answer to a different — some would say grubbier and more venal — constituency. Congress represents “structured communities, involving numberless, highly complex, face-to-face hierarchical relations” among flesh-and-blood individuals in their infinitely complicated, real-world dealings with one another.

These are relationships “of economic power and economic dependence, of prestige enjoyed and respect tendered,” Kendall wrote, and they loom large — rightly so — as we select those who will represent our farm communities, towns and cities, our small businesses and large, in Washington.

This might not be fair, in some abstract sense, but it is nonetheless how our various and often conflicting interests express their desires and resolve their differences.

“This state of affairs,” Kendall wrote, “is reflected in the notorious fact that congressmen and senators, when they phone home to consult, are more likely, other things being equal, to phone bank presidents than plumbers, bishops than deacons, editors than rank-and-file newspaper readers, school superintendents than schoolmarms — and would be very foolish if they were not more likely to.”

Of course, the fact that elected officials pay more attention to some people than to others and even favor projects near and dear to the favored few strikes many people as unfair, and even distasteful.

Unfortunately, no one has yet come up with a better alternative.

Reach *Impact* editor Alan Pell Crawford at ACrawford@pac.org or 804.212.9574.

“It is important to the public that government operations be transparent, and it is no less important to your members that your PAC activities be transparent,” said Breanna Olson, the Council’s manager of political involvement programs. “Unless there is accountability for how the money is spent, in this economy, attracting new members will be difficult, if not impossible.”

Olson also urged PAC managers “to learn from the Obama campaign. Your members need to feel involved. Make sure your members know that this is their PAC, and you, as the PAC manager, are really just a facilitator.”

One way to spark interest in a company’s political activities and encourage donations is through PAC match programs. Under these arrangements, a company matches employees’ contributions to the PAC with donations to charities they select. “I was never really enthusiastic about doing a PAC match,” admitted Maurie Dugger, director of political affairs for the Edison Electric Institute. “But we ended up contributing about \$40,000 to charity, and our employees got very excited about that. This resulted in a great deal of interest in our PAC. So it succeeded in ways I never anticipated.”



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An Army of Volunteers

“You have resources you might not think of,” said Rikki Amos, the Council’s associate director of political involvement programs. “Employees who are active in your grassroots program are great candidates to become active in your PAC. They represent a potential army of volunteers.”

Scott Reiter, political director of the National Association of Realtors, referred to the “huge pool” of 1.3 million members of his organization’s PAC. “We have a 40 percent participation rate. We send 50 million emails to our members each year, and in the last campaign, we sent 800,000 direct-mail pieces and made 25,000 phone calls.”

These days, most PAC managers must work with fewer resources. They will need to call on the best that their members have to offer, but also on the best in themselves. Said Christian Clymer, senior director for the Pharmaceutical Research and Manufacturers of America: “Don’t expect too much from others without expecting more from yourself.”

For details on the next PAC Conference, visit www.pacconference.com or contact Breanna Olson at 202.721.0912 or bolson@pac.org

One Minute With ... **Kathryn (Katie) Harbath**

Director, DCI Digital
DCI Group



What social media networks do you use?

Currently, I use Twitter, Flickr, the social bookmarking network Delicious, and my own blog, katieharbath.com.

But in the past, I’ve used Friendfeed, Brightkite, Okut (which was Google’s version of Facebook), and Ning, which creates a custom social network.

What do people still not understand about Barack Obama’s use of social media?

They don’t appreciate the importance that Obama’s campaign put on listening and, through listening, of empowering. Obama’s people decided not to control the message. They gave his supporters the tools they needed and trusted them to use these tools. This gave people the feeling that they had a real role to play. Businesses — which are still trying to control the message — aren’t there yet. Obama expressed trust in his supporters. Obama told his supporters, “go and do it.” This was terribly empowering.

Admitting the advantages of social media, what are we giving up in our reliance on it?

When conversation, as on Twitter, is confined to 140 characters, you lose the complexity of any argument. Also, news organizations are increasingly taking their cue from these brief exchanges and from blog posts, so they report, then verify, instead of verifying and then reporting

Favorite movie?

“Charlie Wilson’s War.” I’m a huge “West Wing” fan. I love the one-liners.

What’s the most retrograde thing you, as a devotee of social media, still do?

Every week, I write handwritten letters to my grandmothers. 📧

Contact Katie at kharbath@dcigroup.com or 202.572.6209.



What Can You Learn From Criminals? The Importance of Listening

In business, just as in our personal lives, we make decisions that, when analyzed, seem to make little sense. Understanding such behavior, brothers Ori Brafman and Rom Brafman argue in “Sway: The Irresistible Pull of Irrational Behavior,” equips us to recognize it in ourselves and to limit its ill effects. In this *Impact* interview, Ori Brafman, who has taught at Stanford University’s School of Business, says that knowing how these impulses operate helps us to work more effectively with others — especially in times of crisis.

As always, the views expressed in *Impact* interviews do not necessarily reflect the opinions of the Public Affairs Council, its staff or its members.

Q You write of a survey of prison inmates that produced surprising results.

A That study tells us a lot about our notions of justice. Hundreds of felons revealed that they often felt they received fair trials — that justice had been done — even if they were convicted and sentenced to prison. They placed as much weight on the process as they did on the outcome. And their interactions with their lawyers played a big role in this.

Q How so?

A The more time they spent with their attorneys, the more satisfied they were with the sentence they received. This seems counterintuitive or even irrational. A convicted felon who got a long sentence after having spent a lot of time with his lawyer might be angry. But the opposite was true.

Q Why does this finding matter?

A Because it reveals something that is important for public affairs professionals to recognize. This isn’t confined to criminals. Studies involving car dealers in their relationships with automakers and venture capitalists in their relationships with the CEOs of the companies they invest in reveal very much the same thing. Those criminals needed to know that they were being listened to. If they felt that the legal system took their concerns seriously — even when it didn’t render a judgment in their favor — then they felt that the process was fair. People place a disproportionate weight on whether they are listened to.

Q What are the implications for the world of business or politics?

A Imagine that a company inadvertently discharges harmful chemicals into the atmosphere. Typically, the polluter’s response is to go on the defense, to say the situation is being taken care of and to argue — mustering all the facts it can — that the problem isn’t as bad as its critics say. Such an approach might seem rational, but it ignores people’s need to vent and to know that their concerns are being taken seriously.

Q How should the company respond?

A The smart thing to do is to keep the lines of communication open — to let people know you’re listening to them. If you are the kind of organization that listens and that communicates openly, people give you the benefit of the doubt. They’re more forgiving. That’s true in politics as well as in business.

Q How so?

A Part of the last administration’s problem was that people felt decisions were being made behind closed doors — that Bush had proclaimed himself “the decider,” and that was the end of it. This often made it hard for people to feel really good about his leadership, whether they agreed with his decisions or not.

Q Obama’s approach is very different.

A It is. He has placed a real emphasis on listening, and he has made the decision-making of his administration at least slightly more open than has

generally been the case. He’s had some stumbles, but the public is more tolerant of those stumbles because they feel — like those felons we talked about — that the process is fair and open.

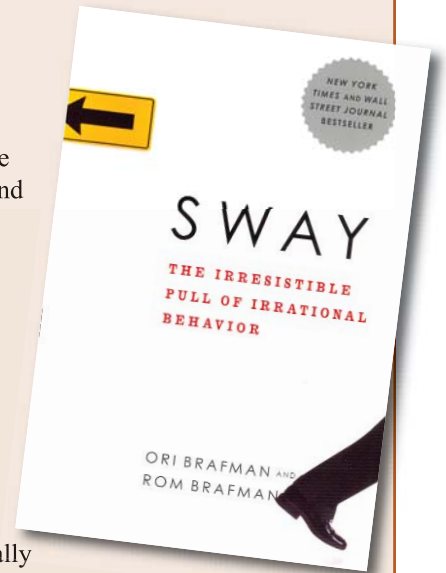
Q You’re talking about new styles of leadership that take seriously this supposedly irrational side of human nature.

A Exactly, and here’s an example. Until recently, the pilot in the cockpit of a plane was like a god. No one was supposed to question his judgment. But when it was discovered that 70 percent of accidents are caused by pilot error, Southwest Airlines began training its pilots, copilots and flight attendants in what it calls Crew Resources Management. They are trained in constructive ways to question a pilot’s decisions — and pilots are trained to listen.

Q This suggests a different approach to decision making itself — a movement away from command-and-control leadership.

A It does. Organizations are becoming more horizontal and more democratic in their structure. We think this is probably generational — and it’s only the tip of the iceberg.

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Ethics *(Continued from page 1)*

began discussing a “waiver” from Obama’s new lobbying restrictions, which Lynn won. Consider William V. Corr, the former anti-tobacco lobbyist who took a top job at Health and Human Services. Meanwhile, over in the Treasury Department, Timothy Geithner has chosen former Goldman Sachs lobbyist Mark Patterson to be his chief of staff. He won a “recusal,” which means he agreed to avoid discussions related to his former employer.

In other words, the White House is quickly discovering that the “best” person for the job is often so well suited because he or she has educated lawmakers about issues, helped write legislation, learned the ins-and-outs of federal agencies, worked with past administrations and done the hard work of building relationships that can weather partisanship and disagreement in the interest of solid public policy.

Gag Rule for Lobbyists

Now we have a directive from the president stating that any lobbyist who wants to speak with a member of the administration about the Recovery Act must do so in writing. What’s more, this correspondence will be posted on the Internet. Obama said in a recent speech that “these are unprecedented restrictions that will help ensure that lobbyists do not stand in the way of our recovery.”

There are multiple problems with this approach. First, it fails to recognize that many Washington office corporate executives wear two hats — advocacy and federal business support. Under the new policy, they would not be able to discuss demonstration projects, public-private partnerships or other initiatives funded by the act. Requiring that registered lobbyists write letters instead is an unworkable substitute because it would be inefficient. Moreover, these letters would become public — which would allow competitors to learn proprietary information.

What will be the unintended consequences of this directive? The most serious one is that it will slow the distribution of economic stimulus funds because many people with crucial expertise will be excluded from discussions.

A second consequence is that private lawyers who have not registered as lobbyists will have greater influence when it comes to winning federal contracts and funds. I’m willing to bet that next year, the number of registered lobbyists in Washington, D.C., will decline because individuals who rarely lobby won’t bother to register unless they are sure they spend at least 20 percent of their time on

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Should You ‘Bribe’ Bloggers?

Are you following the debate over “sponsored conversations”? If not, you probably should be.

In recent months, Kmart and Panasonic were caught secretly paying bloggers to promote their businesses.

This has sparked an uproar over the propriety of what, to many, looks like “payola,” the practice in which deejays accepted payments from music producers to play their records.

Critics of paying for favorable postings say this, too, reeks of bribery, whether the blogger receives money, product samples or gift cards.

Paid-for Posts

Forrester’s Blog for Interactive Marketing Professionals says such “sponsored conversations” are acceptable, but only when the sponsorship is disclosed. In other words, the critical issue is transparency. These paid-for posts occupy a middle ground between paid advertising and the coverage won by effective media relations, according to Josh Bernoff, co-author with Charlene Li of “Groundswell: Winning in a World Transformed by Social Technologies.”

Paying a blogger to promote your company or cause “guarantees a post, and it’s in the blogger’s voice,” Bernoff writes.

Maybe so, but remember this: Mediabistro’s FishbowlnY polled its readers and found that 67 percent say such payments “are never appropriate,” PR Newser reports.



Is a Single Spokesman Enough for a President? McCurry Says ‘No.’

Former presidential Press Secretary Mike McCurry has an interesting suggestion for improving the position: Abolish it.


Well, not exactly, but close.

Writing in *Presidential Studies Quarterly* (December 2008), McCurry, who was President Bill Clinton’s press secretary, argues that “one person cannot adequately speak on behalf of the institutional presidency” and shouldn’t be expected to.

McCurry thinks it would make more sense for a variety of executive branch officials to answer questions about their own programs.

He suggests offering more televised Q&A opportunities to minimize the importance of the daily briefing that has become “a theater of the absurd.” The more all White House activities are televised, McCurry concludes, “the less any one thing becomes a focus for disproportionate coverage.”

And the “single line of the day,” rehearsed and adhered to with military-style discipline? Forget it.

These recommendations are less the brilliant insights of a thoughtful communications pro than a recognition of reality: Tight control of a message is no longer possible, people distrust attempts to manipulate news coverage and the public wants multiple sources of information. 



Ask Ken

Starting with this issue of *Impact*, we'll pose a hypothetical question to Ken Gross, our resident political law expert. His answers will convey the complexity of issues public affairs professionals face when dealing with elected officials, candidates for public office, federal and state campaign finance rules (including PACs), lobbying registration information (including grassroots) and ethics laws. Ken's replies should not be viewed as legal advice, but as an analysis of laws and regulations.

A partner in the firm of Skadden, Arps, Slate, Meagher & Flom LLP, Ken will also respond by telephone to general questions from Council members.

Question: A trade association that employs a lobbyist sponsors a “widely attended” dinner at which the Secretary of Commerce has agreed to be the keynote speaker. While sitting on the dais waiting to speak, may the secretary eat the dinner that is served to everyone else at the event?

- 1) He may eat the dinner served on the dais because he is speaking.
- 2) He may eat the dinner if he does not mention issues that the trade association is lobbying.
- 3) He may speak at the event as long as he does not eat the dinner or pays for the dinner.
- 4) He may not participate in the event at all.

Answer: Put down the fork! The correct answer is No. 3. Under President Obama's executive order, anyone appointed by his administration to a political position in the federal government, such as a Cabinet member, may not eat the dinner, even if the event is considered widely attended. The executive branch gift rule exempts attendance at a widely attended event if it meets three criteria: (a) the agency assigns the official to speak at the event or his attendance furthers an agency purpose; (b) there is a reasonable expectation that at least 25 or more people will attend, in addition to the Cabinet member, representing a diverse group of companies or organizations; and (c) the invitation comes from the organizer of the event, unless there are more than 100 attendees, in which case the invitation need not be from the organizer. Under the Obama executive order, however, this exemption is only available if the sponsor is a charity or a media organization. Otherwise, eating the dinner for free is prohibited. 🍴

Members wishing to contact Ken should talk first with Breanna Olson, the Council's manager, political involvement programs, at 202.721.0912 or Bolson@pac.org

Say What?

In foreign countries, this film must inevitably strengthen the mistaken impression that the United States is full of graft, corruption and lawlessness. [It is] one of the most disgraceful things I have ever seen done in our country.

—Joseph P. Kennedy on “Mr. Smith Goes to Washington.”

Ethics *(Continued from page 5)*

advocacy work (that's the threshold under the Lobbying Disclosure Act). As a result, it's likely this directive would undermine the president's efforts to improve lobbying transparency.

Convenient Villains

During the campaign, Obama and Sen. John McCain used lobbyists — especially corporate lobbyists — as convenient villains to win public support for “reforming” Washington. Granted, there have been egregious examples of political corruption in recent years. But most lobbyists realize their careers depend on their reputation for honesty and their ability to provide credible information. There are, in other words, very few Jack Abramoffs in town.

As the media continue to seek discrepancies between Obama's rules and his hiring decisions — and they will surely find more — the new president will discover two things: First, his public image will suffer as the media (and the Republican Party) portray him as inconsistent at best, or a hypocrite at worst. Second, his hiring and gag-rule policies will exclude a lot of people who want to make a positive difference at a time when this country needs all the help it can get.

Soften the Rhetoric

He can avoid that.

First, the new president needs to soften the anti-lobbying rhetoric.

Second, he needs to think about how he can prevent conflicts of interest without eliminating thousands of smart people from competition for government jobs.

Third, he needs to clarify his directive on the stimulus act so that advocates from corporations, non-profits, universities, cities and states can help distribute federal funds in a way that is fair, lawful and open — but also efficient.

However much the lobbyist-as-punching-bag image appeals to popular sentiment, such talk will only come back to bite the president as he discovers that the best qualified often have lobbying credentials. Obama can and should keep his campaign promises for transparency in the White House. He should hold government employees to high standards for competence and ethical behavior. But he should also ensure that the most talented, knowledgeable people have the opportunity to become public servants or participate in the implementation of government programs.

Doug Pinkham is the Council's president. Contact him at 202.721.0900 or dpinkham@pac.org.

Foundation Report Unveils Secrets of Business in India

The announcement in March that an automaker in India had started taking orders for the world's least expensive car made headlines worldwide, and rightly so. The Nano, as Tata Motors' car is called, costs about \$2,000 — roughly the price of a motorcycle. The Nano will soon be transporting whole families through India's crowded streets.

Critics said it would be impossible to build such a cheap car, but there's a lesson in the car's manufacturing process for anyone involved in public affairs in India. Tata had to develop entirely new designs and production processes using as little material as possible. The company also had to relocate production lines after violent protests by local residents who feared they would have to move to make way for the new factory.

Even so, the company expects long waiting lists for the Nano in India alone. By 2011, Nanos should be available in Europe. After that, they may come to the United States.

'Creative Improvisation'

The introduction of the Nano is a prime example of the principle of *jugaad*, a Hindi term for "creative improvisation," a concept that guides Indian business and government practices. The world's most populous democracy and its 12th largest economy, India is such a mix of modern and ancient, rich and poor, that it often requires innovative solutions to its business and policy challenges. The small scooters that dart about its streets already raise serious problems of pollution and public safety. Scores of Nanos will only exacerbate these difficulties.

But never discount India's ability to solve its own problems — given outside help. India will be an increasingly important market for recession-plagued American companies, and those companies ignore India and its cultural manners and mores at their peril. With that in mind, the Foundation for Public Affairs has published "The Jugaad Principle: Managing Government Relations in India."

Opening New Markets

"The Jugaad Principle" is a groundbreaking new resource for public affairs professionals as they develop relationships with Indian government agencies. For the report, the Council interviewed about two dozen U.S.- and India-based experts about the Indian government, its economy and business practices in the region.

The study provides several examples of companies successfully conducting government relations, building sales and opening new markets in the country. The report also covers these companies' corporate social responsibility activities.

"The Jugaad Principle" describes key opportunities and challenges that a government affairs practice can target. While economic growth for 2009 is expected to be about half that of

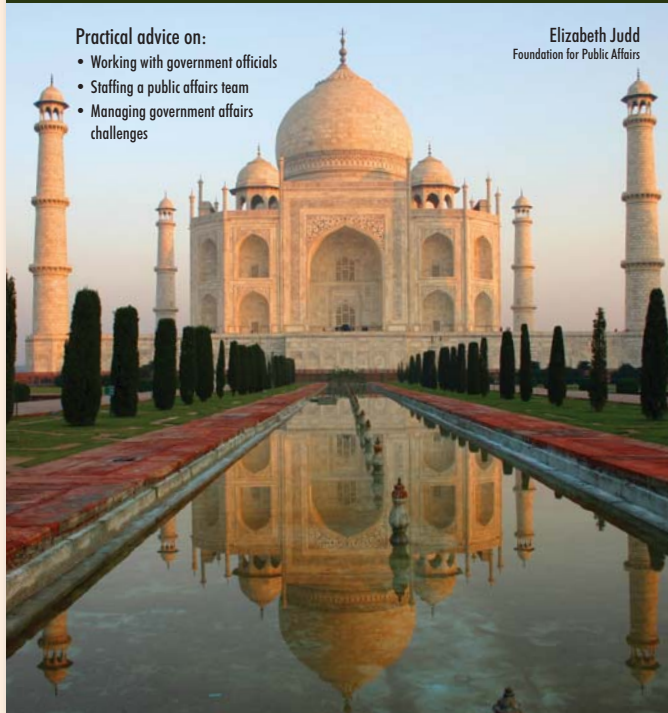
THE JUGAAD PRINCIPLE

Managing Government Relations in India

Practical advice on:

- Working with government officials
- Staffing a public affairs team
- Managing government affairs challenges

Elizabeth Judd
Foundation for Public Affairs



three years ago, the Indian economy is still expected to grow at 5 percent for the year. Indian business is marked by entrepreneurial spirit. But the government bureaucracy can be slow, so significant challenges to foreign business exist. These include difficult tax policies and intellectual property protections that fall short of American standards.

Some of the study's tips for creating a government-affairs presence in India include:

- Do not overlook state and local officials when forging relationships. Party control and policy can vary between one state and another.
- Few local candidates have government affairs qualifications comparable to those in the United States. However, retired civil servants can be a good fit for nurturing ties between U.S. companies and Indian governments at the national, state and local levels.
- Create messages that put an Indian face on your activities, and focus on issues and challenges important to the country or the state in which you are operating.

Relying on *jugaad* — using the resources at hand to craft solutions to pressing problems — is vital in this challenging economy. "The Jugaad Principle: Managing Government Relations in India" is sponsored in part by APCO Worldwide.



For more information, contact Adam Korengold, director of the Foundation for Public Affairs at 202.721.0903 or akorengold@pac.org. To purchase the report, visit www.pac.org/publications or use the enclosed order form.

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- *Saul Levin*, formerly president, Access Consulting International, now vice president, science, medicine and public health, American Medical Association.
- *Anne Womack Kolton*, formerly director, public affairs, U.S. Department of Energy, now vice president, APCO.
- *Christopher Padilla*, formerly undersecretary of commerce for international trade, U.S. Department of Commerce, now vice president, governmental programs, IBM.
- *Thomas Phan*, formerly policy coordinator and legislative analyst, U.S. Department of Health and Human Services, now director, healthcare policy, Healthcare Distribution Management Association. 📧

Please submit job change announcements to Sylvia Kerali at skerali@pac.org. To learn about public affairs job openings, visit the Council's website at www.pac.org/jobs.

More News = Better Business

Here's still more evidence that corporate transparency might boost a company's bottom line. A study that examined 9.3 million articles in business news publications and then followed these stories by interviews with reporters, editors and news producers found that greater dissemination of company news led to increased trading volume.

Researcher Eugene Soltes at the University of Chicago's Booth School of Business told *PR Week*, "If you increase visibility of the firm, more people hear about it, (and) more people know about it. The outcome suggests that dissemination is... important for a firm." It also bolsters the notion that trying to restrict information can hurt a company, said Soltes, whose study was released in January. 📧

Contact esoltes@chicagogsb.edu



CONFERENCE CALENDAR

May – July 2009

- May 4-5** **Managing the World: Best Practices for Global Public Affairs**
Washington, D.C.
- May 11** **Webinar: Unlocking the Secrets of Business in India**
- May 12** **Grassroots Toolkit**
Washington, D.C.
- May 13** **Political Involvement Legal Overview**
Washington, D.C.
- May 14** **Corporate PAC Toolkit**
Washington, D.C.
- May 19** **Membership Orientation**
- May 21** **Webinar: New Media = New Opportunities: Leveraging Social Media for Public Affairs Objectives**
- May 28** **Webinar: Public Affairs in Russia**
- June 2-4** **Public Affairs Training Seminar**
Washington, D.C.
- July 7** **Membership Orientation**
- July 9** **Webinar: Working With International NGOs**
- July 15-17** **Corporate Community Involvement Conference**
Chicago

Promotional materials are mailed seven weeks prior to each meeting.
Current agendas are on our website at www.pac.org/conferences.