In the fast-paced world of public affairs, opportunities to pause, focus, share ideas and learn are few and far between. I’ve found the Institute personally and professionally rewarding.

Brian Flaherty
Vice president of government affairs
Nestlé Waters North America
Step outside the day-to-day challenges of your job. Focus on the broader issues that shape the business and political environments in which your organization operates.

Open exclusively to senior-level public affairs professionals, the Public Affairs Institute combines a rigorous curriculum with small, carefully selected classes to provide participants with unmatched opportunities to learn directly from premier faculty. Speakers are issue experts from leading universities, think tanks and the top levels of government.

The Institute’s three-year course of study ensures that graduates gain an in-depth understanding of the pivotal issues in public affairs today. You will be immersed in an exceptional educational and networking environment renowned for its innovation and excellence.

For 35 years, the Public Affairs Institute has been recognized as the premier educational and career-building program for public affairs professionals.

35 YEARS of extraordinary training...

HUNDREDS of extraordinary participants
Developed by Executives

The Institute curriculum is developed for public affairs executives by public affairs executives. Topics are chosen based on input from previous participants about the challenges that they and their organizations face.

Each year, the program tackles six critical issues that are shaping the world and the practice of public affairs. This year, the Institute will address the following topics:

- Can Journalism Survive?
- 2016 U.S. Election Forecast
- The Future of the EU
- Strategies for Creating Shared Value
- The Health Care Revolution
- New Power

In group lectures and small class seminars, acclaimed faculty and lecturers will present their insights, then engage their classes in lively and thought-provoking discussions about the issues’ potential impact.

Beyond the Classroom

The Institute offers unparalleled opportunities to network and form professional relationships — not only with your peers but also with the thought leaders on the faculty. Institute faculty interact with participants in the classroom as well as during class dinners and receptions. This provides daily opportunities to ask questions, discuss issues and learn directly from public affairs leaders in an intimate, relaxed social setting. Faculty will also assign advance readings so participants can become familiar with the session topics prior to the program.

“” My understanding of and appreciation for the critical and strategic place public affairs plays in our companies, industries and communities grew ten-fold in one week. “”

Jenny Turner Koltnow, director, communications & community relations
AutoZone
I find myself quoting the speakers, using their words of wisdom back in my workplace on a daily basis. This is the most relevant conference I’ve ever attended.

Matt Kelly, vice president, issues management, Prudential Financial Inc.

Eligibility and Commitment

Classes are strictly limited to 35 participants. This ensures maximum interaction between participants and faculty. Careful screening of applicants means all participants share a high level of expertise, facilitating learning and discussion. Eligible participants are senior-level public affairs professionals from leading organizations worldwide. Each must have at least seven, but preferably 10 or more, years of experience in the field.

The Institute is designed as a three-year course of study. Participants commit to attending one weeklong session every year for three consecutive years. Once enrolled, participants become part of a “class” of students that remains intact throughout the three-year program.

Institute Fellows

Graduates may continue to be involved in the program by enrolling on a single-year basis as Institute fellows. Fellows receive a substantial discount on tuition.

“A great way to exercise the mind.”

Nancy MacPherson, director of external relations
LEGO Systems
Since its inception in 1981...
A great way to learn in a fun, intellectually stimulating environment. The variety of industries and backgrounds is fabulous.

Rick Kleven
Vice president of government affairs
Thrivent Financial for Lutherans
This Year’s Curriculum

Can Journalism Survive?
(Lecture and one class session)

Andrew Sullivan
Author and editor
Former blogger, The Daily Dish

What happens to media companies when they run out of paying customers? Who will we rely on for news and insights if principled journalists can’t pay the rent? Andrew Sullivan was the long-time writer/editor of The Daily Dish, an influential political blog that often addressed social and cultural issues. Sullivan has also been a sharp critic of mainstream media editorial and business practices. In his lecture and breakout sessions, he’ll share his thoughts on free speech, the role of the press and new models for media.

2016 U.S. Election Forecast
(Lecture and one class session)

Mara Liasson
Correspondent, national politics
Washington desk, NPR

With over 20 candidates vying for the job of commander in chief, including a Bush, a Clinton, a neurosurgeon and a real estate mogul, this election cycle has been nothing short of entertaining. And that’s just the presidential race. In her lecture and breakout session, NPR’s Mara Liasson will discuss which presidential candidates are most likely to receive their parties’ nominations, which issues will shape individual House, Senate and gubernatorial races, and how shifting political winds will affect Congress and the White House.

The Future of the EU
(Lecture and one class session)

Pat Cox
Former president of the European Parliament
Member of the European Parliament (1989–2004)

President of the European Union prior to the global recession, former Irish politician Pat Cox will examine forces shaping Europe: the Syrian refugee crisis, rumblings of a possible British exit referendum, tensions with Russia and waning support for TTIP — among other challenges. Will this union grow stronger — or will it weaken in light of these events? He’ll talk about what it will take to end the euro crisis and where Europe will fit into the global picture.

“ This thought-provoking experience is a refreshing reset with quality networking opportunities.”

Heidi Ecker, director, government affairs & grassroots programs
National Association of Chain Drug Stores
**Strategies for Creating Shared Value**
(Two class sessions)

*Mark Kramer*
Founder and managing director, FSG

When a company creates economic value in a way that benefits society, it’s a win-win. But how do firms break away from traditional models and embrace this new approach? Mark Kramer is a recognized global expert on catalytic philanthropy, creating shared value for corporations, impact investing and social entrepreneurship. He publishes regularly in *Harvard Business Review* and *Stanford Social Innovation Review*. In his two sessions, Kramer will explain how shared value drives innovation and productivity and how companies can recognize opportunities for serving the public good.

**New Power**
(Two class sessions)

*Speaker to be announced*

We’re living in an age when power dynamics have shifted from leadership positions held by few to collective power that is both participatory and driven from a grassroots level. The scope of this continuing shift is debatable, but you needn’t look further than the Occupy movement, crowdfunding websites and the success of technology startups like Airbnb to see that roles are changing. We’ll explore this new dynamic and how both individuals and organizations can best leverage new power models.

**The Health Care Revolution**
(Two class sessions)

*Ian Morrison*
President Emeritus, Institute for the Future
Author, *Leading Change in Health Care: Building a Viable System for Today and Tomorrow*

Two years after the enactment of the Affordable Care Act, corporations, small business and individuals are still adjusting to the changes in the American health care system. But with an aging population, rising costs and technological innovation, change may be the only constant for many years to come. In his two class sessions, Ian Morrison, internationally known author, consultant and futurist, will examine consumer behavior and its implications post-*Obamacare,* the future of digital care and what to expect next.

“The Institute is like an executive master’s in public affairs program — only on steroids.”

Clark Bailey, executive director of public affairs
AT&T
**2016 Schedule**

**Sunday, January 10**
- 3:30 p.m. Registration
- 4 p.m. Mandatory Orientation for First-Year Class
- 5 p.m. Plenary Session: Liasson
- 6:30 p.m. Reception and Dinner

**Monday, January 11**
- 8:30 a.m. 1st Year: Kramer
- 10 a.m. Break
- 11 a.m. Plenary Session: Sullivan
- 12:30 p.m. Lunch
- 2 p.m. 1st Year: Liasson
- 3:30 p.m. Break
- 4 p.m. 1st Year: Sullivan
- 5:30 p.m. Reception and Class Off-Site Dinners

**Tuesday, January 12**
- 8:30 a.m. 1st Year: Morrison
- 10 a.m. Break
- 10:30 a.m. Plenary Session: Cox
- Noon Lunch
- 2 p.m. 1st Year: Cox
- 3:30 p.m. Break
- 4 p.m. 1st Year: Kramer
- 5:30 p.m. Reception and Class Off-Site Dinners

**Wednesday, January 13**
- 8:30 a.m. 1st Year: TBD
- 10 a.m. Break
- 10:30 a.m. 1st Year: Morrison
- Noon Lunch
- 2 p.m. 1st Year: TBD
- 3:30 p.m. Break
- 4 p.m. 1st Year: Kramer
- 5:30 p.m. Reception and Class Off-Site Dinners

**Thursday, January 14**
- 8:30 a.m. 1st Year: Public Affairs Workshop
- 2nd Year: Morrison
- 10 a.m. Break
- 10:30 a.m. 1st Year: TBD
- Noon Lunch
- 2 p.m. 1st Year: FREE
- 3:30 p.m. Break
- 4 p.m. 1st Year: FREE
- 5:30 p.m. Reception and Class Off-Site Dinners

**Location**
Surf and Sand Resort
1555 South Coast Highway
Laguna Beach, Calif.
pac.org/institute/hotel

**Lodging and On-Site Meals**
The fee for your stay at the resort consists of two components: lodging, at $275/night plus taxes; and a mandatory meal package, at $776. This package includes breakfasts, lunches, refreshment breaks, receptions, access to the fitness center, valet parking and all applicable service charges and taxes. These fees are not included in the tuition and will be billed to individuals separately by the hotel.

**Transportation and Personal Expenses**
Transportation to off-site functions and other personal expenses are not included in the fees listed above.

**Off-Site Class Dinners**
On Monday, Tuesday and Wednesday evenings, participants typically dine out as a class. These dinners are optional but widely attended and offer a great chance to network. The cost varies depending on venue, and the total bill is divided equally among participants. Your portion will be billed back to you via credit card immediately following the program. A separate form for credit card information will be provided with confirmation of your registration.

**Logistical questions?**
Call Brenda Plantikow at 202.787.5965.
Deadline: December 4, 2015

Applicant/Registrant Returning participants may also register online at pac.org/institute/register.

NAME

TITLE

ORGANIZATION

STREET ADDRESS

CITY     STATE  ZIP

PHONE

EMAIL ADDRESS

FIRST NAME AS YOU WISH FOR IT TO APPEAR ON BADGE

Do you need assistance to fully participate?  
☐ Yes  ☐ No

Check one of the following:  
☐ First year  ☐ Second year  ☐ Third year  ☐ Institute fellow

Tuition for the five-day program is as follows:

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<thead>
<tr>
<th></th>
<th>Council Member</th>
<th>Nonmember</th>
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<tbody>
<tr>
<td>Institute Participant</td>
<td>$4,000</td>
<td>$5,200</td>
</tr>
<tr>
<td>Institute Fellow</td>
<td>$2,000</td>
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Note: Individuals applying for the first time will be notified of admission within two weeks of receipt of their application. Second- and third-year participants and Institute fellows are readmitted upon receipt of registration forms and payment.

First-Year Applicants Only

Separately, please provide the following information:

1. Number of years of experience in public affairs.
2. Name and title of the person to whom you report.
3. Biographical sketch, including a succinct description of your current responsibilities.
4. Objectives for attending the Public Affairs Institute.

For eligibility requirements, visit pac.org/institute.

Return completed registration form (and supporting registration materials) to:
Public Affairs Council  
2121 K St. N.W., Suite 900  
Washington, D.C. 20037  
Attn: Brenda Plantikow

Questions? Contact Brenda at bplantikow@pac.org or 202.787.5965.

Payment

Second- and third-year participants, as well as Institute fellows, must include payment with their completed registration form. Payment is due from first-year participants upon admission to the program.

Deadlines and Cancellation

The deadline for registration is Friday, December 4, 2015. Space is limited for the first-year class and Institute fellows. Classes typically fill well before the deadline. Cancellations received before November 6, 2015, are eligible for a full refund. Cancellations received after that date will be subject to a penalty charge of at least 35%. Cancellations received after November 23, 2015, will be subject to a 65% penalty charge. No refunds will be provided after the registration deadline of December 4, 2015.

☐ Check enclosed  
(payable to the Public Affairs Council)

☐ MasterCard  ☐ Visa  ☐ AmEx  ☐ Discover

CREDIT CARD #

EXPIRATION DATE
The **Public Affairs Council** is the leading nonpartisan, nonpolitical association for public affairs professionals worldwide. Launched in 1954, its mission is to advance the field of public affairs and to provide members with the executive education and expertise they need to succeed while maintaining the highest ethical standards.

pac.org/institute

The **Public Affairs Institute** is a rigorous training program that brings together a world-class faculty and senior-level public affairs professionals to discuss emerging political, economic and social issues and trends. Participants commit to attending one weeklong session every year for three years. Completion of the program strengthens a professional's abilities as a strategic analyst, counselor to senior executives and liaison with policymakers.