



U.S. DEPARTMENT OF STATE

**PRIVATE SECTOR SUMMIT**  
*On Public Diplomacy*

MODELS FOR ACTION

*A Cooperative Initiative of the  
U.S. Department of State and the PR Coalition*

**PR**

*Coalition*

2007 SUMMIT



**THE SECRETARY OF STATE  
WASHINGTON**

I wish to thank all of the business leaders, academic professionals, and government officials who made the Private Sector Summit on Public Diplomacy such a success. This historic event builds on our efforts to increase private sector involvement in U.S. public diplomacy.

The solutions to the challenges of the 21st century are not going to be met by government alone. The solutions must come from all sectors of American society working together, enhanced by a close and vital partnership between government and the private sector.

This public/private partnership represents the true aim of transformational diplomacy: to devote America's energy to help foreign citizens better their own lives, build their own nations, and transform their own futures. U.S. companies, universities, and foundations represent the immense generosity and ingenuity of the American people. The global presence, creativity, and efficiency of these organizations make them invaluable resources and natural partners in our efforts to share America's story and ideals with others.

Thank you for taking the time to identify ways the private sector can help our public diplomacy efforts. I extend a special thank you to our wonderful partners at the PR Coalition for their contributions. It was truly inspiring to see such talent and passion come together at this Summit. I hope you will continue to join us in our efforts to improve respect and mutual understanding around the world.

A handwritten signature in black ink, reading "Condoleezza Rice".

Condoleezza Rice

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# PREFACE

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As the image of the United States faces challenges throughout the world, there is growing concern about the ability of American global companies to do business abroad. To address this challenge, we've partnered with the U.S. State Department's leadership on public diplomacy to work together to foster more positive views of America around the world.

The Private Sector Summit on Public Diplomacy, which was held January 9–10 in Washington D.C., marks the beginning of that effort. The Summit was co-sponsored by the Department of State and the PR Coalition, a partnership of 17 major U.S.-based organizations encompassing corporate public relations, investor relations, public affairs and related communications disciplines. Together the Coalition has more than 50,000 members with strong ties to the business community and other segments of our society.

Held at the Department of State, the Summit brought together 160 top public relations professionals and State Department leaders who engaged in a dialogue over how the private sector can become more involved in and supportive of U.S. public diplomacy. Speaking to the Summit participants, Secretary of State Condoleezza Rice said the government cannot meet the challenge alone and needs the help of the private sector in order to get the job done.

That invitation was echoed by Under Secretary of State for Public Diplomacy and Public Affairs Karen P. Hughes, who said she considered the PR Coalition, with its considerable skills and expertise in communications, to be the reinforcements needed to help build understanding and cooperation among the nations of the world. "Working together," she said, "we can develop tangible ideas for reaching out to the world."

A series of speakers provided background on the current state of world opinion regarding the U.S. and described some of the best practices that are currently being used in private sector public diplomacy. Following intense group discussions, the Summit participants identified actions that they believed would have the greatest impact on private sector public diplomacy efforts. Those actions encompassed three broad areas of activity:

- **Develop business practices that make public diplomacy a core element of international corporate public action.**
- **Promote understanding of American society, culture and values in other countries.**
- **Build relationships of trust and respect across cultures.**

Among the models for action that were discussed, there were 11 that the Summit participants voted as having the highest potential impact. They are featured in this report. But the other actions that were identified are also included, giving members of the private sector a broad range of ways to meaningfully engage in public diplomacy.

It was noted that the Summit is just one step in the effort to raise awareness of how the private sector can have a dramatic and positive influence on public diplomacy. The goal is to spur widespread activity in this arena. To that end, PR Coalition members will be circulating this report to their membership and beyond. The State Department will also distribute the report throughout their organization including the network of overseas contacts.

Because global companies and their brands touch the lives of more people than government representatives ever could, this new public/private partnership has great potential for demonstrating how business-led initiatives can build bridges of cooperation, respect and mutual understanding across cultures and borders. And that is what we hope this Summit will encourage.



James E. Murphy  
PR Coalition Chair  
January 9, 2007

## WHY PUBLIC DIPLOMACY?

There is no dispute that it's a complicated time around the world. The gap between who we are and how we wish to be perceived is discouragingly wide. And because of this image problem, the standing of the United States in the world is suffering. But so are American businesses that are operating around the globe.

The nearly 160 Summit participants who gathered in the Loy Henderson Auditorium at the State Department were there to address the image problems, not create foreign policy. This was an opportunity to show what can be done to present a positive view of America to the rest of the world. That's the job of public diplomacy.

There is no quick fix to the image problem, as Deputy Under Secretary for Public Diplomacy Dina Habib Powell said in her opening remarks at the Summit. We need to put into place a long-term program, she said, for changing perceptions about this country.

Powell said public diplomacy at the State Department has been rejuvenated so that they can work closely with other agencies and provide more effective communications tools for people on the ground. A major change has been the establishment of the Office of Private Sector Outreach to engage and work with businesses, universities and foundations on public diplomacy issues. "We need as many partners as possible around the country," Powell said.

The exchange programs that have been established are some of the most effective initiatives, she said, citing Fortune's Most Powerful Women Summit in 2005 as an example. At the conference, business women from 10 countries around the world had the opportunity to spend time with some of the nation's most powerful and influential women executives. "Both sides learned from that exchange," Powell said.

Such exchanges provide an opportunity for frank and open dialogue and have identified problems that need attention. One problem was the decline in student visas after 9/11. A concerted effort by the State Department has streamlined that process so that more students are now able to enter the country, something that is very important to U.S. colleges and universities.

Language training has also been highlighted. "We want more foreign students," Powell said, "so they can learn about this country. But we also want more American students studying abroad." The State Department is offering scholarships for summer study abroad so that American students can learn Middle Eastern languages.

"Public diplomacy cannot be left to the government alone," Powell said. Business support is essential. "Your reach is so great and you can be so effective in what you do; we need to learn from each other."



*Deputy Under Secretary Dina Powell was the first speaker at the Summit.*

NOTE: The Department of State and the United States Government do not endorse or officially sanction any of the private sector companies or organizations discussed in this Report. The views expressed by private sector speakers do not necessarily reflect those of the Department or the United States Government.

## SETTING THE STAGE

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A panel of research experts set the stage for the discussions to follow by presenting recent data about attitudes toward the United States. Steve Shaffer, Deputy Assistant Secretary for Research and Director of the Office of Research Bureau of Intelligence and Research at the State Department, led off. People around the world are very aware of U.S. policies, he said, and that colors their perception of this country.

Attitudes vary across regions with both positive and negative perceptions at the same time, he said. Local issues tend to be complex and multi-dimensional, but they need to be understood. They are the drivers of public diplomacy.

It's no secret that negative views of this country are most widespread in Muslim countries, but they also exist in sub-Saharan Africa. Even among some long-term allies, there are negative views of America, much of the decline coming after 9/11.

The declining image of the U.S. is what public diplomacy must cope with, Shaffer said. Changing the negative perceptions of this country will require time, particularly since many of the things that are influencing attitudes are outside the purview of public diplomacy. The messages you send, Shaffer said, should be ones that show respect and that encourage partnership and listening to each other.

Mary McIntosh, president, Princeton Survey Research Associates International, said her organization's data was similar to that of the State Department. But she also showed how complex the situation can be.

Based on extensive interviewing in three countries – Great Britain, Russia and Pakistan – the Princeton researchers found that there was a core group that supported the U.S. and had a very favorable opinion of the American people. A second group was opposed to U.S. policy but were still favorable toward America. The third group in the survey, however, didn't find much to like about the United States. This included about 40 percent of the people in Pakistan who participated in the study and about 50 percent of those in Russia and Great Britain.

The third member of the panel, Steven Kull, director, Program on International Policy Attitudes and the Center on Policy Attitudes at the University of Maryland, said that while favorable opinions of this country have steadily deteriorated, some of the criticism could be viewed in a positive way.

U.S. values are not a problem, he said, but the fact that the U.S. doesn't always live up to them is a problem. Similarly, other countries want help in dealing with their problems, but we are not viewed favorably when we're perceived as not being even-handed in dealing with world problems. And while other countries admire our economy, they want assurances that the U.S. will be constrained in the way it does business. There is also a fear in many countries that the U.S. will use force against them.



*James E. Murphy, Chief Marketing & Communications Officer, Accenture and PR Coalition Chair opened the Summit.*

The challenge of dealing with the negatives of foreign policy, Kull said, is that we need to seek common ground and provide assurances that we are trying to do the right thing.

R. Nicholas Burns, Under Secretary of State for Political Affairs, the third ranking official in the State Department, wrapped up the session, summarizing the importance of public diplomacy in terms of national priorities and the need for close collaboration between government and the private sector. Burns observed that the foreign service has undergone significant change, noting we have become more transparent, less secretive, less insular.

“All of the 6,500 foreign service appointees around the world need the support of public diplomacy,” Burns asserted, “and we look to the private sector for help in the battle of ideas.” He further noted, “it’s about values, our way of life, our use of power. We can win the battle of economic ideas, but we need the public diplomacy machine to win it.”

When it comes to connecting with people, Burns continued, “it’s not about what governments are doing together, but what private sectors are doing. We need to help the private sector succeed in other countries because it has an impact on the ground.”

“We need a global agenda,” Burns said, “not an American agenda. People need to feel we are listening to them, that we are part of a global solution. That’s the job of public diplomacy – but it’s not going to be an easy job.”

One big plus, Burns noted, is that we are the most generous country in the world, “waging peace through relief efforts such as those for AIDS and malaria” and thus clearly demonstrating that America wants to help solve global problems.

(American generosity was also touched on in opening remarks by James E. Murphy, Chief Marketing & Communications Officer, Accenture and PR Coalition Chair, who said: “Based on the latest available numbers, U.S. private giving to developing countries exceeds \$70 billion annually. These are gifts from foundations, corporations, private organizations and individuals large and small. That is three and one-half times more than the dollars involved in our government’s official development business and represents the greatest generosity to others by any group in the world.”)



*(Above) Under Secretary of State for Political Affairs Nick Burns said public diplomacy needs the help of the private sector. (Below) Participants at the Summit included some of the top PR professionals in the country.*

## PRIVATE SECTOR: BEST PRACTICES

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**A**lthough their actions are not usually thought of as public diplomacy initiatives per se, there are many corporations and organizations in the private sector that are filling the dual role of good corporate citizen and public diplomat. Several notable examples were highlighted at the Summit.

Citibank, the largest financial institution in the United States, has a long history of operating globally in a socially responsible manner that fits the public diplomacy model. The company has a presence in 100 countries with 350,000 employees, 95 percent of whom are local in the countries where they are stationed. They operate under local conventions and are focused on local issues.

Michael Klein, co-president, Corporate and Investment Banking for Citigroup, described two programs that are promoting positive views of the U.S. Under its microfinance initiative, Citigroup has made \$100 million in loans to 132 microfinance institutions in 39 different countries. “We are committed to financial education and sharing our experience in financial management to under-served segments,” Klein said. He noted that the recent granting of the Nobel Peace Prize to microfinance pioneer Muhammad Yunus and the Grameen Bank helped link finance to social justice in the mainstream consciousness.

Citibank also played a lead role in getting global companies working together on the tsunami relief effort. “It was an eye-opener for us,” Klein said, “and led us to form the Partnership for Food program that is designed to help get food and other necessary items to places where it is needed. Global disasters can’t be predicted and you have to be organized to get assistance there in time.”

Klein said his company is learning how to be a better citizen globally. It supports community development, helps with financial planning and treats NGOs as clients. “Each community is different,” he said. “You just have to understand the differences.”

Kathy Bushkin, executive vice president and chief operating officer, United Nations Foundation, provided another example of private sector best practices. The Foundation, created by a \$1 billion gift from Ted Turner, is charged with supporting the UN and UN causes.

Bushkin said partnerships are what public diplomacy is all about while admitting that partnerships are hard to do. “It’s not so much about money, but about getting people involved. The partnerships have to fit into corporate values.” She said four areas the UN Foundation is involved in with partners are: global technology, tourism, communications and water management. “We have to be public advocates for change, but we can’t force our values on others.”

One of the partnerships that the Foundation was involved with, Bushkin said, was the Fortune Most Powerful Women Conference in 2005. that invited women business leaders from other countries to meet with some of the most important women business executives in this country. “Like Dina Powell said, we probably



learned more from the women from other countries than they did from us.” Bushkin explained, “but those young business women also learned how things can be done in their own countries.”

One of the women from the 2005 conference was the next speaker. Maria Pacheco is general manager and owner of Kief of the Forests, S.A. in Guatemala. She talked about her “amazing” experience at the conference where she learned about people from different countries and traveled around America.

“This program gave me a feeling for what this country is all about,” Pacheco said. “We saw what amazing women there are in policy roles in America and that gave us inspiration.” The conference, Pacheco said, allowed her to expand her “vision” and seek opportunities for helping other women in her own country move into income-producing jobs. “The experience changed possibilities as much as it did perceptions,” she said.

The final panelist was Adam Herbert, president of Indiana University. The role of education, he said, is to produce the work force for the new global economy. He noted that universities also have a critical role to play in public diplomacy efforts.

Discussing activities underway at his own institution, President Herbert said Indiana University has established cooperative relationships with hundreds of universities, corporations, and nonprofits around the world. IU now offers instruction in more than 70 foreign languages, many of them identified by the State Department as being critically important. His institution also has expanded international recruiting and established programs to help students work through visa problems and other processing issues. As a result, Indiana University currently has the largest international student enrollment in its history. In addition, the school is encouraging more study abroad, much of it funded by donors. “Study abroad transforms lives and creates cross-cultural understanding,” Herbert said.

President Herbert also pointed out the importance of such initiatives as the delegation of university presidents that Secretary of Education Spellings and Assistant Secretary of State Powell recently led to Japan, Korea, and China. He noted that IU has already begun receiving inquiries and applications from some of the students with whom the delegation met. “Efforts such as this and other initiatives described at this summit spread the word that the U.S. is a welcoming environment for international students who become goodwill ambassadors for our nation when they return to their home countries,” he said. “It is essential,” he added, “that the U.S. strengthen our global competitiveness with people-to-people public diplomacy.”



*Speakers meet in the State Department Diplomatic Reception rooms during the Summit.*

## GLOBAL ORGANIZATIONS: BEST PRACTICES

To showcase potential partners in public diplomacy efforts, Keith Reinhard, president, Business for Diplomatic Action (BDA), led a panel of organizations that have established a presence around the world. The mission of BDA, Reinhard said, is to enlist the U.S. business community in actions that will improve the standing of America in the world and regain respect for this country as a courier of progress and prosperity for all people. A basic premise is that anti-Americanism is bad for business as well as for the country as a whole.

BDA uses a five-part action plan (S.T.A.R.S.) that is about sensitizing Americans to the extent of anti-Americanism and its implications, transforming bad American attitudes and behaviors, accentuating America's positive qualities and contributions to the world, reaching out to business leaders in strategic world markets to build new bridges of mutual respect and understanding and serving as the private sector connection for public diplomacy efforts by the U.S.

Public diplomacy, Reinhard said, is about information and engagement and to be successful, it requires the support of many segments of the private sector.

Josette Sheeran, Under Secretary of State for Economic, Energy and Agricultural Affairs, agreed. "We are all in this together."

Countries are affected by what their brand is, Sheeran said, and how they deal with each other. "The trade agreements I have dealt with," she said, "involved what America is, how we create prosperity, our respect for creative work, our regard for the rule of law."

Sheeran said she has been struck by what American business does abroad and how it can affect our relationships with other countries. America's "hard work ethic" resonates with foreign countries although, she said, it sometimes loses something in translation. "The win/win concept in China translates into 'I win, you die'."

In economic diplomacy, Sheeran said, we try to build understanding of how the U.S. created the greatest economic engine in the world. "Our goal is to help create prosperous nations that can stand on their own feet and not depend on the U.S. for help."

Elizabeth Funk, Chairman of the Board of Unitus and member of the Young President's Organization, said YPO has more than 10,000 young global leaders in 80 countries that are part of a peer network. The objective, Funk said, is to allow business leaders around the world to exchange ideas and strategies.

Post 9/11, YPO formed a "Peace Action Network" initiative that brings together leaders from both sides of the world's most pressing conflicts to gain greater mutual understanding and bridge divides in ways that politi-



*Elizabeth Funk listens as Josette Sheeran talks about the public/private partnerships in public diplomacy.*

cians often can't. "We have found that as business leaders, we have a strong incentive to see peace, and we have the resources, connections and skills to make a contribution to progress."

Microfinance is very popular in other countries, Funk said, and it is showing the poor what it means to be a capitalist. "There is no better way to improve America's image abroad than to allow the people in those countries to bring themselves out of poverty, and experience the free enterprise system for themselves." Young President's Organization has a group of members working together to promote microfinance initiatives.

Another global organization that is working with young people to change perceptions about the importance of our free market system and democracy in America is JA Worldwide. President and CEO David Chernow said JA Worldwide (Junior Achievement) is no longer just an American high school afterschool program but rather a truly global program and organization that operates in 114 countries and reaches nearly seven and a half million children around the world from Kindergarten through 12th grade as well as a significant number of university students abroad. JA Worldwide, Chernow said, reaches over a half million students each year in Russia alone.

In several international countries, the State Department provided the seed money to take Junior Achievement around the world, Chernow explained, and as a result, perceptions about America, our free market system and democratic values, are undergoing a significant change. "Our model is driven largely by U.S.-based multinational companies," he said, "and with 8,000 board members involved around the globe, we are teaching young people about free market principles and how they can create opportunities for everyone."

Selling the "free enterprise" idea is not always easy, Chernow said. "Some cultures don't accept the concept readily so we have had to learn how to articulate it in different ways. But that's part of the great challenge and opportunity." Chernow said JA Worldwide's goal is to be reaching at least 10 million children in at least 130 countries by the end of 2009.

The final speaker on the panel was Tami Overby, president and CEO, American Chamber of Commerce in Korea. She said there are now over 1,000 company members, making it the largest foreign business organization in Korea. Fund raising has been a problem but they have been able get help from American companies.

While the Chamber's goal is to improve business opportunities in Korea, Overby said the group has reached out to the country in different ways. During the Asian flu epidemic, it set up a non-profit to provide scholarships for students whose families were devastated by the epidemic. As part of the effort, Korea now has the largest number of students studying in America.



*One of the Summit speakers, David Chernow, chats with Dina Powell and Karen Hughes.*

# CREATING MODELS FOR ACTION

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**T**he plenary session that concluded the Summit produced a number of Models for Action that the private sector can use to support U.S. public diplomacy.

The Summit participants were divided into four study teams and given lists of actions that could potentially improve America's image abroad. The lists had been compiled by the Summit planning committee after consultation with leaders in public relations, academia and other professions. The breakout groups were asked to analyze the actions, suggest others and then grade them all in terms of their potential impact. The entire group then voted for those that they thought could have the highest impact on private sector public diplomacy efforts. The top 11 actions fell into three broad areas of activity. (Individual comments by participants are summarized in the paragraph following each action item.)

## 1. Develop Business Practices that Reflect Public Diplomacy

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- **Make public diplomacy actions a corporate officer's responsibility.**

This assures accountability and makes public diplomacy part of the corporation's policies, procedures and values. A great idea that should be tied to compensation. This is already being done in some companies. It's just good business practice.

- **Make U.S. business practices consistent with U.S. values.**

This is a must. Even if it is fundamental, it's too important not to mention in this report.

## 2. Promote Understanding of American Society, Culture and Values in Other Countries

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- **Become a part of the local community through employee volunteerism, strategic philanthropy and greater engagement with responsible NGOs.**

This enhances the image of the U.S. and U.S. corporations. It creates a local network that can influence decision-making and provide support during difficult times. Helps attract and retain top employees. Establishes people-to-people relationships and team building. Companies should partner with NGOs that "fit" their business model.

- **Create "circles of influence" through relationships with organizations, chambers of commerce, journalists and local business leaders.**

Circles can broaden the dialogue between the U.S. and host country. Enhances impressions of U.S. and creates a better business climate. Being supportive and accessible to local organizations when you don't have a

particular need helps establish a relationship for when you do. Journalists ought to be a major focus of this action. Extend the circles to include the arts.

- **Create local opportunities to win internship opportunities in the U.S.**

Adds to the talent pool. Give preference to qualified offspring of employees. Select interns from a competitive process that is publicized.

- **Provide English language training and overseas studies for disadvantaged students.**

This reaches young people who need a positive impression of America.

### 3. Build Relationships of Trust and Respect Across Cultures

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- **Support the creation of a corps of “foreign service officers” made up of academics and business people with specialized expertise who could work abroad on short-term assignments.**

This brings knowledge and expertise to countries that need and want it. There are long-term benefits to something like this. Large companies could use these sabbaticals as incentives for employees. For professionals and retirees this is an opportunity to “give back.” Some of this kind of thing is already being done on a smaller scale and could serve as a model.

- **Provide incentives for the non-U.S. work force to visit America and for the U.S. work force to travel overseas.**

This will give employees a better understanding of their company and other cultures. Provides opportunities for a first-hand experience with other societies and a people-to-people connection. It’s a strategic investment that will improve communications between cultures.

- **Sponsor international short-term assignments for U.S. employees.**

This is a good way to broaden both high potential and mid-level employees. Face-to-face encounters with other cultures has proven to be a cost effective means of facilitating better understanding between people. It builds cultural awareness and language skills. Such assignments can familiarize employees with operations in other countries and expose local employees to real Americans.

- **Hold public diplomacy summits in key geographies.**

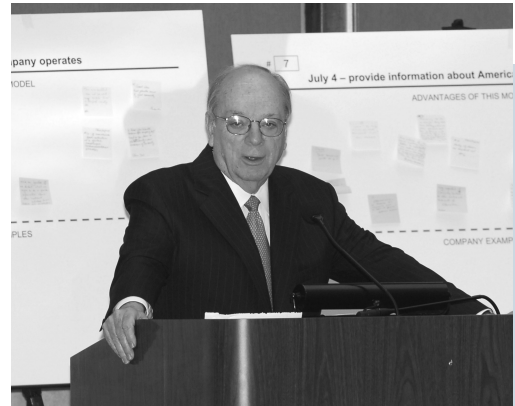
What we are doing here can work elsewhere. This will expand the reach of public diplomacy.

- **Provide financial support for some State Department educational and cultural exchanges.**

This will ensure the growth of critical programs. It builds long-term relationships with other countries. Helps create a new generation of future leaders with favorable views of the U.S.

These 11 models for action were selected as having the highest potential impact on public diplomacy. But they are not the only actions that the private sector can use to improve America's image abroad. Here are 12 more that were considered at this Summit.

1. Provide professional development programs for Americans stationed or traveling abroad for extended periods that include language education, cultural rules and biases and global communications and negotiation styles.
2. Develop global travel practices that focus on language, listening and cultural understanding.
3. Familiarize employees with differences in global business practices.
4. Incorporate these workforce capabilities in hiring and vendor engagements: global mindset, languages, cultural intelligence and global business practices.
5. Create employee information programs that provide information that reinforces America's commitment to strong cultural values.
6. Celebrate national days for countries where the company operates by providing information about each country on websites and in cafeterias.
7. Hire interns from abroad.
8. Engage the local business community through active participation in their organizations.
9. Identify, contact and develop relationships with alumni of business, educational and cultural exchange programs.
10. Enlist industry associations to advocate for improvements in America's public diplomacy capabilities and support reforms on which there is already a consensus.
11. Support public opinion research in other countries.
12. Encourage Olympics sponsors to train athletes and volunteers in the principles of public diplomacy.



*James E. Murphy, Chief Marketing & Communications Officer, Accenture and PR Coalition Chair, announced the voting results and thanked the participants for their input.*

## Building a Sustained Focus on Public Diplomacy

The Private Sector Summit on Public Diplomacy was considered by the planners and participants to be a successful first step in creating a plan for increasing private sector involvement in the nation's public diplomacy efforts. But it is only a beginning. We need to start implementing the models for action that are outlined in this report. And we need to generate enthusiastic support for the idea of improving and expanding U.S. public diplomacy.

It was recognized that this is not a quick fix. It will require a long-term effort to change the negative perceptions of this country that have developed over many years. Those perceptions can be modified but it will require the dedication of many – not just a few – to get the job done. The public/private partnership that has been forged between the State Department and the PR Coalition will be the driving force in this endeavor. But we need the help and support of every corporation, community and individual who wants to bring America back to the stature it once held in the world.



## STATE DEPARTMENT HAS DUAL ROLE AT SUMMIT: HOSTS AND ADVOCATES

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The State Department rolled out the red carpet for the PR Coalition at the Private Sector Summit on Public Diplomacy with a reception and luncheon that featured the top leadership of the Department. Their message was clear: We want you on our team.

Secretary of State Condoleezza Rice, speaking at the luncheon, said the Summit is “truly unprecedented and could not be more timely.” Noting that there are great challenges and opportunities for America, she said, “The solutions to the challenges of the 21st century are not going to be met by government alone. They (must) come from all sectors of American society working together, and that means a close and vital partnership between government and the private sector.”

Secretary Rice, who had just come from a meeting with the President, said the Administration wants to build partnerships with the private sector “so that we can operate better and smarter.” She added that she is committed to strengthening public/private partnerships throughout her tenure.

As leaders in communications, the Secretary said, “You have a unique role to play in public diplomacy. How you operate in the international arena has a real impact on America’s presence in the world. At the same time, your engagement with the world adds another dynamic to how people and countries across the globe learn about America’s values and its character.”

Secretary Rice closed her remarks by announcing the establishment of the Benjamin Franklin Award for Public Diplomacy which will recognize the broad spectrum of businesses, foundations, non-governmental organizations, and private citizens for their outstanding contributions to America's public diplomacy. The Secretary hopes this award will highlight exceptional work and inspire others.

Secretary Rice’s remarks were preceded by the leader of U.S. public diplomacy, Under Secretary of State for Public Diplomacy and Public Affairs Karen P. Hughes. “Looking around the room,” she began, “and seeing the quality and the scope of the talent represented here, I feel like reinforcements have arrived ... If there was ever a time for our country to bring together its very best talent (as communicators), this is certainly it.”

Our goal, Ambassador Hughes said, “is to help each other reach out to the world in a spirit of friendship and partnership and respect.”



*Secretary of State Condoleezza Rice was introduced by Deputy Under Secretary Dina Powell.*

She described the three strategic imperatives that the State Department uses to judge their programs. The first is that “America must offer people across the world a positive vision of hope that is rooted in our deepest values, our belief in liberty, in justice, in opportunity, in respect for all.”

The second, she said, “is to isolate and marginalize the violent extremists that we are facing and confront their ideology of tyranny and hate.” The third is “to foster a sense of common interest and common values between Americans and people of different countries and cultures across the world.”

Since taking on the public diplomacy job a year and a half ago, Ambassador Hughes said she has been focusing on three things. The first is communications, which means dealing with a dramatically different and crowded communications environment that must be rapid, global, multimedia, people-centric and a team effort. Many people, she said, “are involved in painting a very complex tapestry that is the picture of America across the world.”

The second area of focus is on exchange programs which Ambassador Hughes said “have been our single most effective public diplomacy tool of the last 50 years ... What better way to tell the story of America than to bring people here and let them see for themselves.”

The third area of focus is what she calls “the diplomacy of deeds,” and involves partnerships that show the way things are done around the world that make a difference and improve people’s lives. These partnerships are with NGOs, foundations, journalism schools and business.

“Your companies,” the Ambassador said, “come at this experience (of public diplomacy) from a very different perspective than government does. But I think we have a lot of interests in common and you have the ability to be so vital to what we do. You have employees all across the world who have an incredible reach into their societies. Your operations touch millions of lives every day.”

She concluded by saying “we’re very grateful for (all that you do) and thank you for being here today to help us.”

A reception the night before the opening of the Summit in the Indian Treaty Room of the Eisenhower Executive Office Building in the White House complex allowed the Summit participants to meet and greet each other. They heard welcoming remarks from Ambassador Hughes, White House Chief of Staff Joshua Bolton and Assistant to the President for Economic Policy and Director, National Economic Council, Al Hubbard.

During the Summit, two other members of the State Department’s Public Diplomacy team were introduced. They are Henrietta H. Fore, Under Secretary of State for Management, and B. J. Goergen, director of Private Sector Outreach. Both expressed their appreciation for the PR Coalition’s support of U.S. public diplomacy.



*Ambassador Hughes addressed the Summit delegates at the luncheon in the Benjamin Franklin Dining Room.*



## ABOUT THE PR COALITION

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The Public Relations Coalition is an ad hoc partnership of major organizations representing corporate public relations, investor relations, public affairs and related communications disciplines. It draws on the collective wisdom of its more than 50,000 members to develop strategies and action models about important issues that are relevant to public relations.

One of the Coalition's first initiatives was to endorse a proposal for *Conducting Public Relations on the Internet* that promoted the highest possible professional standards and ethical practices in the digital world. It was designed to ensure that the information posted on the Internet was accurate and truthful and that the sources for that information are always identified.

The PR Coalition also created and distributed a document, *Restoring Trust in Business: Models for Action*, which challenged Corporate America to do three things: adopt ethical principles, pursue transparency and disclosure in everything they do, and make trust a fundamental precept of corporate governance.

Most recently, the Coalition published *Focus on Diversity: Lowering the Barriers, Raising the Bar*, a publication that contained strategies and action models for improving diversity in the public relations industry. It covered a wide range of recommendations from mission statements and diversity training to educational outreach and advocacy.

The Chair of the Coalition is James E. Murphy, Chief Marketing and Communications Officer of Accenture and Chairman and CEO of Murphy & Co. Murphy helped organize the Coalition six years ago while serving as president of the Arthur W. Page Society.

Organizations participating in the PR Coalition include:

- Asian American Advertising and Public Relations Alliance (AAPRA)
- Arthur W. Page Society
- Corporate Communication Institute at Fairleigh Dickinson University
- Council of Communication Management
- Council of Public Relations Firms
- Foundation of Women Executives in Public Relations
- Hispanic Public Relations Association
- Institute for Public Relations
- International Association of Business Communicators (IABC)
- International Public Relations Association
- National Black Public Relations Society
- National Investor Relations Institute
- National School Public Relations Association (NSPRA)
- Public Relations Society of America (PRSA)
- Public Relations Society of America Foundation
- PRSA Counselors Academy
- Women Executives in Public Relations (WEPR)

## SUMMIT PROGRAM AGENDA

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### THE PRIVATE SECTOR SUMMIT ON PUBLIC DIPLOMACY

*Co-Sponsored by The Department of State and The PR Coalition*

JANUARY 9 – 10, 2007 WASHINGTON, D.C.

#### TUESDAY, JANUARY 9, 2007

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5:30 P.M. **ARRIVE**  
*Location: Eisenhower Executive Office Building, Indian Treaty Room  
 1650 Pennsylvania Avenue, NW, Washington, D.C. 20502*

- Please use north entrance at 17th and Pennsylvania Avenue, NW
- Bring a valid photo id and check in at the security desk
- No entrance after 6:15 pm

6:15 – 7:30 P.M. **WHITE HOUSE RECEPTION FOR SUMMIT PARTICIPANTS**

#### WEDNESDAY, JANUARY 10, 2007

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8:00 A.M. **ARRIVE**  
*Location: U.S. Department of State  
 23rd and C street, NW, Washington, D.C. 20520*

- Please use 23rd Street Entrance
- Bring a valid photo id and check in at the security desk

8:30 A.M. **WELCOME**  
**James E. Murphy** – Chair, PR Coalition and Chief Marketing & Communications Officer, Accenture

8:35 A.M. **PUBLIC DIPLOMACY OVERVIEW**  
**Dina Habib Powell** – Deputy Under Secretary of State for Public Diplomacy and Public Affairs

9:00 A.M. **SETTING THE STAGE**  
*Purpose: to examine research and data about attitudes towards the U.S.*

**SPEAKERS:**

**Steve Shaffer** – Deputy Assistant Secretary for Research and Director, Office of Research Bureau of Intelligence and Research  
**Mary McIntosh** – President of Princeton Survey Research Associates International  
**Steven Kull** – Director, Program on International Policy Attitudes and the Center on Policy Attitudes at the University of Maryland

9:30 A.M. **PANEL Q & A**

9:45 A.M. **SPECIAL REMARKS**  
**Nick Burns** – Undersecretary of State for Political Affairs

10:00 A.M. **PRIVATE SECTOR: BEST PRACTICES**  
*Purpose: to showcase successful private sector programs and practices*

**SPEAKERS:**

**Michael Klein** – Co-President, Corporate and Investment Banking, Citigroup  
**Kathy Bushkin** – Executive Vice President and Chief Operating Officer, United Nations Foundation  
**Maria Stella Pacheco Rodriguez** – General Manager and Owner, Kiej of the Forests, S.A.  
**Adam Herbert** – President, Indiana University

## SUMMIT PROGRAM AGENDA (CONT.)

- 10:30 A.M. **PANEL Q & A**
- 10:45 A.M. *Break*
- 11:00 A.M. **GLOBAL ORGANIZATIONS: BEST PRACTICES**  
*Purpose: to showcase organizations that are potential partners in public diplomacy efforts*  
SPEAKERS:  
**Keith Reinhard** – President, Business for Diplomatic Action  
**Josette Sheeran** – Under Secretary of State for Economic, Energy, and Agricultural Affairs and Executive Director of World Food Program designee  
**Elizabeth Funk** – President and CEO, CML Global Capital and Member of the Young President’s Organization  
**David Chernow** – President and CEO, JA Worldwide  
**Tami Overby** – President and CEO, American Chamber of Commerce in Korea
- 11:45 A.M. **PANEL Q & A**
- 12:00 P.M. *Luncheon Break*
- 12:30 P.M. **PRIVATE SECTOR SUMMIT ON PUBLIC DIPLOMACY LUNCHEON**  
*Location: Benjamin Franklin Dining Room*  
OPENING REMARKS:  
**Dina Habib Powell** – Deputy Under Secretary of State for Public Diplomacy and Public Affairs  
**James E. Murphy** – Chair, PR Coalition and Chief Marketing and Communications Officer, Accenture  
REMARKS:  
**Karen P. Hughes** – Under Secretary of State for Public Diplomacy and Public Affairs  
MUSICAL PERFORMANCE:  
**Laurie Rubin** – Mezzo Soprano, VSA Arts  
SPECIAL ADDRESS:  
**The Honorable Condoleezza Rice** – Secretary of State
- 1:50 P.M. *Luncheon Concludes*
- 2:15 P.M. **BREAKOUT SESSIONS**  
*Purpose: to examine potential action steps that companies can take to improve public diplomacy*
- 3:30 P.M. *Break*
- 3:45 P.M. **PLENARY SESSION**  
*Purpose: to reach consensus on the best action steps that companies can take to improve public diplomacy*
- 5:00 P.M. **SPECIAL REMARKS**  
**Henrietta Fore** – Undersecretary of State for Management
- 5:10 P.M. **SPECIAL REMARKS**  
**B.J. Goergen** – Director of Private Sector Outreach for Public Diplomacy and Public Affairs
- 5:15 P.M. **FINAL RECOMMENDATIONS FOR ACTION**
- 5:45 P.M. **SUMMIT CONCLUDES**

## OFFICE OF PUBLIC DIPLOMACY AND PUBLIC AFFAIRS

### *Key Public – Private Partnerships 2005-2006*

Under Secretary Karen P. Hughes and Assistant Secretary Dina Habib Powell created the Office of Private Sector Outreach to engage and work with U.S. businesses, universities, foundations, and the American people on public diplomacy initiatives. The global presence, creativity and efficiency of these organizations make them invaluable resources and natural allies in our efforts to share America's story and ideals with people around the world. We are working to engage private sector leaders in dynamic initiatives to reach youth, women in business, entrepreneurs, teachers, journalists, and other key influencers around the world.

#### **FORTUNE/State Department International Women Mentoring Program**

Assistant Secretary Dina Habib Powell announced this unique mentoring program at the 2005 Fortune's Most Powerful Women Summit. Emerging women in business around the world partner with Fortune's Most Powerful Women and Vital Voices to develop management and business skills while gaining experience in the cutting-edge U.S. business environment. In its first year the program boasted incredible participation from top women in business including Andrea Jung of Avon, Ann Moore of TIME Inc., Anne Mulcahy of XEROX, Gerri Elliot of Microsoft, Kathy Bushkin of UN Foundation, and many others. Women from Bangladesh, Bolivia, the Czech Republic, Guatemala, Indonesia, Kenya, Pakistan, Poland, Russia, and South Africa, had the opportunity to spend time shadowing some of America's most powerful and influential women executives.

#### **South Asia Earthquake Relief Effort**

In October last year, a devastating earthquake rocked the mountainous regions of South Asia and more than 74,000 people were killed. The needs for the victims of this tragedy were so great that President George W. Bush asked five private sector leaders to

launch a nationwide effort to encourage private and corporate donations: Jeff Immelt, Chairman and CEO, General Electric; Jim Kelly, former Chairman and CEO, United Parcel Service; Hank McKinnell Jr., Chairman and CEO, Pfizer; Anne Mulcahy, Chairman and CEO, Xerox; and Sanford Weill, Chairman, Citigroup. This public-private partnership has raised more than \$120 million in cash and in-kind contributions for earthquake relief and reconstruction.

#### **U.S. University Presidents Summit**

The U.S. University Presidents Summit on International Education engaged leaders of U.S. higher education in a renewed partnership to strengthen international education and emphasize its importance to our national interests. Secretaries Rice and Spellings called this summit in January 2006 to initiate dialogue between the U.S. government and the private sector and to foster collaborative efforts to strengthen the future of U.S. higher education in a global arena. A highlight of the summit was the renewed emphasis on the National Security Language Initiative which seeks to increase the numbers of Americans mastering critical needs languages. Building on the goals of the summit, Secretary Spellings and Assistant Secretary Powell led a historic delegation of university presidents on a

three-country Asian tour to promote the U.S. as a premier destination for higher education opportunities, highlight the special measures to expedite student visas, and deliver the message that the U.S. welcomes foreign students. Under the leadership of Secretary Rice and Secretary of Homeland Security Michael Chertoff, we have prioritized streamlining the visa processes to increase visitors to the United States, particularly students. More than 97% of student visas are issued to qualified applicants in a matter of days. Combined with our outreach efforts, our commitment to improving the visa process has led to a 15% increase in student visa issuance this year.

#### **Rice-Chertoff Initiative "Secure Borders, Open Doors"**

Part of the Rice-Chertoff Initiative announced in early 2006 is the "Model Points of Entry" Program. We are looking at two of our busiest international airports – Dulles in Washington and Bush Intercontinental in Houston – to find ways to make them more welcoming to visitors from other countries. We're enlisting America's private sector – such as Disney, Hilton and others – to draw upon their expertise in many things including world-class hospitality practices and line management and apply these practices to our international

points of entry for the benefit and comfort of international citizens and guests. For example, the Houston airport has airport staff that speak 30 languages and greet international visitors when they arrive to help them through the customs process. We plan to develop and share the best practices from these airports with the rest of our international airports around the country.

#### **Edward R. Murrow Journalism Program**

Journalists representing television, radio, and print media from over 100 countries had the opportunity to examine journalistic practices in the United States through visits to media outlets and government and academic institutions across the country. In cooperation with the Aspen Institute and in partnership with leading schools of journalism, including the University of Southern California's Center on Public Diplomacy at the Annenberg School for Communication, the Edward R. Murrow program featured intensive academic seminars on journalistic principles. Academic sessions, developed and funded by participating partner schools were enhanced by "job shadowing" and opportunities for the journalists to observe the U.S. press in action. The program concluded in Washington, D.C. with an international symposium for journalists which highlighted current trends and contemporary challenges facing the media in the U.S. and around the world. Other partners for the pilot program included: University of Oklahoma, Gaylord School of Journalism, University of Kentucky School of Journalism and Telecommunications, University of North Carolina at Chapel Hill, School of Journalism and Mass Communication, University of Texas at Austin School of Journalism, Missouri School of Journalism, University of Missouri at Columbia.

#### **U.S.-Middle East Breast Cancer Awareness and Research Partnership**

The U.S.-Middle East Partnership for Breast Cancer Awareness and Research unites critical American medical research institutions – such as the Susan G. Komen Foundation, MD Anderson Cancer Center, and Johns Hopkins Medicine – for the purpose of developing breast cancer awareness campaigns; increasing research, training and community-outreach efforts; and helping women in countries throughout the Middle East build the knowledge and confidence they need to be in charge of their own health. This partnership, in conjunction with the individual efforts that are being made by Middle Eastern countries to raise awareness and to provide better screening and treatment for breast cancer, represents the first collaborative effort to assist the region in eradicating the disease. The partnership was announced by First Lady Laura Bush at the Susan G. Komen Foundation's Mission Conference on Monday, June 12, 2006. In November 2006, Under Secretary Karen Hughes traveled to the United Arab Emirates to participate in medical roundtables and training workshops on awareness-building and community outreach. Efforts are already underway to expand the partnership to Saudi Arabia, Jordan and Morocco next year in order to further the goal of saving the lives of Arab women by sharing expertise and lessons learned, working with the women of the region and drawing on their own unique experiences and cultural perspectives to help defeat breast cancer.

#### **Lebanon Partnership and The U.S.-Lebanon Fund**

In response to the recent conflict in Lebanon, President Bush announced a delegation of American business leaders who have joined forces to help rebuild Lebanon: Cisco President and

CEO John Chambers, Dr. Craig Barrett, chairman, Intel Corporation; Yousif Ghafari, chairman, GHAFARI, Inc.; and Dr. Ray Irani, Chairman, CEO, and President of Occidental Petroleum Corporation. With a spirit of compassion and partnership, this group announced a new economic and development fundraising effort to provide assistance to the people of Lebanon as they rebuild their country. The Lebanon Partnership is focused on creating jobs and economic opportunity for the people of Lebanon.

#### **Business Women Leaders Summit**

The Women Business Leaders Summit in Jordan is a public-private sector outreach to facilitate connections between American, Jordanian, and broader Middle Eastern business communities. Fifty women executives and business owners whose endeavors span all business sectors in Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, the Palestinian territories, Saudi Arabia, Syria, and the United Arab Emirates will join 50 highly successful women business leaders from the United States in Amman in late February 2007. The Arab businesswomen will travel to the United States in the spring of 2007 to visit their American partners' companies and exchange views on management styles and business skills. Participants in the Summit will share best practices and hear from some of the most accomplished business women.

#### **Central America and Mexico Hurricane Relief Fund**

In 2005, hurricanes produced heavy rains that drenched Guatemala, El Salvador, Honduras, Nicaragua and Mexico triggering deadly floods and landslides. Hurricane Stan alone accounted for more than 750 lives lost and directly affected over 850,000 people. Four distinguished private-sector executives, supported by

## OFFICE OF PUBLIC DIPLOMACY AND PUBLIC AFFAIRS

### *Key Public – Private Partnerships 2005-2006* (Continued from previous page)

President Bush, agreed to lead a nationwide effort to raise awareness and resources to help survivors of the hurricanes rebuild their lives and communities: Maria Elena Lagomasino, CEO, Asset Management Advisors, LLC/SunTrust Bank, Inc.; Robert W. Lane, Chairman and CEO, Deere & Company; Michael G. Morris, Chairman, President, and CEO, American Electric Power; and Steven S. Reinemund, Chairman and CEO, PepsiCo, Inc. The CEOs raised more than 5 million dollars through cash and in kind donations, including 3.9 million distributed to provide education for displaced children, microfinance loans and reconstruction.

#### **Global Cultural Initiative**

In September 2006, First Lady Laura Bush announced the “Global Cultural Initiative,” a major new initiative of the U.S. Department of State to coordinate, enhance and expand America’s cultural diplomacy efforts. Through initial partnerships with the John F. Kennedy Center for the Performing Arts, the American Film Institute, the President’s Committee on the Arts and Humanities, the National Endowment for the Arts, the National Endowment for the Humanities, and the Institute for Museum and Library Services, the State Department will be able to combine, build upon and call attention to the vital work of government agencies and the broader cultural arts community. Funding for cultural diplomacy activities has more than tripled since 2001, and while the State Department has a long history of working with the cultural arts community in a project-specific context, this initiative represents the first time the

public and private sectors have joined forces to coordinate lasting, institutional collaboration on cultural programs in many arts disciplines. The Global Cultural Initiative encompasses a series of projects focused on: connecting foreign audiences with American artists and art forms; sharing American expertise in arts management and performance; and educating young people and adults – in the U.S. and abroad – about the arts and cultures of other countries.



## SPEAKER BIOGRAPHIES

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**KAREN P. HUGHES** is the Under Secretary of State for Public Diplomacy and Public Affairs at the U.S. Department of State. She has been tasked by President Bush with leading efforts to promote America's values and confront ideological support for terrorism around the world. She oversees three bureaus at the Department of State: Educational and Cultural Affairs, Public Affairs, and International Information Programs, and participates in foreign policy development at the State Department. A longtime advisor to President Bush, Ambassador Hughes served as Counselor to the President for his first 18 months in the White House. As Counselor, she was involved in major domestic and foreign policy issues, led the communications effort in the first year of the war against terror, and managed the White House Offices of Communications, Media Affairs, Speechwriting and Press Secretary. Ambassador Hughes returned to Texas in 2002 but continued to serve as an informal advisor to the President and was a communications consultant for his 2004 re-election campaign. She is the author of *Ten Minutes from Normal*, the story of her experiences working for President Bush, and she helped write the President's autobiography, *A Charge to Keep*. Ambassador Hughes is a former Executive Director of the Republican Party of Texas and a former television news reporter for KXAS-TV, the NBC affiliate in Dallas/Fort Worth. Mrs. Hughes is a Phi Beta Kappa and summa cum laude graduate of Southern Methodist University, where she earned a Bachelor of Arts degree in English and a Bachelor of Fine Arts degree in Journalism. She is a wife and mother and an elder in the Presbyterian Church.

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**DINA HABIB POWELL** was nominated by President Bush to be Assistant Secretary of State for Educational and Cultural Affairs on April 29, 2005, and was confirmed by the U.S. Senate on June 24, 2005. Secretary of State Condoleezza Rice has also designated her as Deputy Under Secretary and principal deputy to Ambassador Karen Hughes, the Under Secretary of State for Public Diplomacy and Public Affairs. Assistant Secretary Powell leads the Bureau of Educational and Cultural Affairs (ECA), the team that administers exchange programs that are among the most effective tools of

public diplomacy. Previously, Assistant Secretary Powell served as Assistant to the President for Presidential Personnel, a senior staff member at the White House. Assistant Secretary Powell has served as Director of Congressional Affairs for the Republican National Committee (RNC) and was a staff member of then-U.S. House Majority Leader Dick Armey (R-TX). Assistant Secretary Powell is currently a Term Member of the Council on Foreign Relations and a Member of the World Economic Forum's Young Global Leaders. Assistant Secretary Powell graduated with honors from the University of Texas at Austin with a Bachelors degree in Humanities. She was born in Cairo, Egypt.

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**JAMES E. MURPHY**, Chair of the Public Relations Coalition, is one of the country's most experienced public relations and marketing professionals. He currently serves as Chief Marketing and Communications Officer of Accenture as well as Chairman and CEO of Murphy & Co. He helped organize the Coalition six years ago while serving as President of the Arthur W. Page Society and has led the three previous initiatives of the Coalition focused on the Internet, Corporate Governance and Diversity in the Public Relations field. He has been widely recognized for his performance and contributions to his professional disciplines. He was named the Public Relations Professional of the Year by the Public Relations Society of America and selected as a member of the prestigious Hall of Fame of the Page Society. He has also been named Marketer of the Year by industry publications as well of one of the leading marketers for the decade of the 1990s. Prior to his current role at Accenture, he served as Chairman and CEO of the Americas for Burson-Marsteller and chief communications and public affairs officer of three U.S.-based global companies: Merrill Lynch, Beatrice Foods, and Owens Corning. He is a graduate of the University of Illinois' College of Communications and resides in Greenwich, Connecticut.

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**ROGER BOLTON** is a senior counselor to APCO Worldwide, a leading global public affairs and corporate communications consultancy. Mr. Bolton is also President of the Arthur W. Page Society, a membership

organization for chief communications officers of major corporations, dedicated to advancing the management policy role of the Chief Communications Officer. Previously, he served as senior vice president of communications at Aetna. He also chaired Aetna's Council for Organizational Effectiveness, a group of senior executives responsible for helping the company achieve high performance through culture change. He was director of speechwriting for the Reagan-Bush re-election campaign and then served as assistant U.S. trade representative for public affairs in the Executive Office of the President. He also was special assistant to President Reagan in the White House, with responsibility for the president's relations with American business.

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**R. NICHOLAS BURNS** is the Under Secretary of State for Political Affairs, the Department of State's third ranking official. Appointed by President Bush, he was confirmed by the U.S. Senate on March 17, 2005 and was sworn into office by Secretary of State Condoleezza Rice. As Under Secretary, he oversees U.S. policy in each region of the world and serves in the senior career Foreign Service position at the Department. Prior to his current assignment, Ambassador Burns was the United States Permanent Representative to the North Atlantic Treaty Organization. As Ambassador to NATO, he headed the combined State-Defense Department U.S. Mission to NATO at a time when the Alliance committed to new missions in Iraq, Afghanistan and the global war against terrorism, and accepted seven new members. From 1997 to 2001, Ambassador Burns was U.S. Ambassador to Greece. During his tenure as Ambassador, the U.S. expanded its military and law enforcement cooperation with Greece, strengthened our partnership in the Balkans, increased trade and investment and people-to-people programs. From 1995 to 1997, Ambassador Burns was Spokesman of the Department of State and Acting Assistant Secretary for Public Affairs for Secretary of State Warren Christopher and Secretary Madeleine Albright. In this position, he gave daily press conferences on U.S. foreign policy issues, accompanied both Secretaries of State on all their foreign trips and coordinated all of the Department's public outreach programs.

## SPEAKER BIOGRAPHIES (CONT.)

**KATHY BUSHKIN** is the Executive Vice President and Chief Operating Officer of the United Nations Foundation. The United Nations Foundation was created in 1998 with businessman and philanthropist Ted Turner's historic gift to support UN causes. The UN Foundation builds public-private partnerships to address the world's most pressing problems, and works to broaden support for the UN through advocacy and public outreach. The UN Foundation is a public charity. Prior to joining the UN Foundation, Kathy Bushkin served as President of the AOL Time Warner Foundation, which she led from its creation in 2001, when AOL and Time Warner merged. Ms. Bushkin also guided AOL Time Warner's other philanthropic activities and was the chief architect of the company's corporate responsibility initiatives. Kathy Bushkin joined America Online in 1997 as Senior Vice President and Chief Communications Officer at America Online, following a career in politics, journalism and public relations. Throughout her career, Ms. Bushkin has taken an active role in a range of philanthropic activities. She currently serves on the boards of City Year, the International Women's Media Foundation, Internews, Share Our Strength, the National Women's Law Center, and the United Nations Association of the United States of America. In 1999 she and Art Bushkin founded the Stargazer Foundation, which provides free online tools for nonprofits through the web platform StargazerNET.net.

**LOGAN M. CHANDLER**, a partner and co-founder of The Strategic Offsites Group, has extensive experience in designing and facilitating strategy offsites for senior executive teams and boards in a diverse range of industries, including financial services, technology, food service, professional services and manufacturing. His areas of expertise include strategy formulation and execution, strategic alignment and growth best practices. His experience also extends internationally, having led engagements with clients in Mexico, the United Kingdom, South Africa and China. He is co-author of "Off-Sites That Work" in the June 2006 issue of the *Harvard Business Review*.

**DAVID S. CHERNOW**, since becoming the President and CEO of JA Worldwide™ in July of 2001, has focused on strategic development, worldwide board engagement, and

resource generation to meet the ever-increasing demand for Junior Achievement globally. Mr. Chernow was previously the president of the Physician Services Group at publicly held US Oncology, and was responsible for development and operations for a physician network of more than 850 physicians in 26 states. The Physician Services Group oversaw 74 comprehensive cancer centers, and 8,000 employees. As co-founder of America Oncology Resources (AOR), David served as chief development officer prior to the 1999 merger between AOR and another company that formed US Oncology. David also spent nine years in the commercial real estate services business. He earned his J.D. at Pepperdine University, and his undergraduate degree from UCLA.

**HENRIETTA H. FORE**, was sworn in as Under Secretary of State for Management on August 2, 2005. She is responsible for the people, resources, facilities, technology and security of the Department of State and is the Secretary's principal advisor on management issues. The Under Secretary for Management leads the bureaus of Administration, Consular Affairs, Diplomatic Security, Human Resources, Information Resource Management, and Overseas Buildings Operations, the Foreign Service Institute, the Office of Medical Services, the Office of Management Policy, the Office of Rightsizing the U.S. Government's Overseas Presence, and the White House Liaison. The Under Secretary also provides regular direction to the Bureau of Resource Management, and the Chief Financial Officer serves as a core member of the Under Secretary's senior management team. She is the State Department's representative on the President's Management Council. Prior to her appointment, Fore served as the 37th Director of the United States Mint in the Department of Treasury.

**BOB FRISCH** is Managing Partner of The Strategic Offsites Group, a Boston-based firm focusing on aligning executive teams and Boards to successfully address their most critical strategic issues. Bob has over 25 years of consulting experience spanning multiple industries and issues, with particular emphasis on corporate vision, strategy, growth, customer focus and executive alignment. He has designed and facilitated executive offsites throughout North America, Europe, Asia and Africa with management

teams ranging from *Fortune* 10 multinationals to family held businesses. His work has been the subject of articles in publications ranging from *Fortune* to the *Journal of Retail Banking* to the *Johannesburg Business Report*. He is co-author of "Off-Sites That Work" in the June 2006 issue of the *Harvard Business Review*.

**ELIZABETH FUNK** is the President and CEO of CML Global Capital. Prior to joining CML, Ms. Funk was one of the earliest employees of Yahoo!, where she founded the Yahoo! Shopping Service. She formulated Yahoo!'s initial shopping and commerce strategy, and helped grow that business to comprise a major source of Yahoo!'s revenues and customer usage. Her other responsibilities at Yahoo! included overseeing business development and strategic planning for Yahoo! Finance, Classifieds, Small Business, Yellow Pages, Auctions, Mail and Search. Ms. Funk spent four years at Microsoft Corporation where she served as a Product Manager for Microsoft Word and as one of the early members of the Microsoft Office team. Ms. Funk is actively involved in the Microcredit industry. She is the founder of the Dignity Fund, an investment vehicle designed to attract North American investment dollars to finance growth in the Microcredit industry. She is a member of the board of Unitus, an organization dedicated to financing Microcredit initiatives worldwide, and of Deutsche Bank's Microfinance Fund. Ms. Funk serves on the Executive Committee of the Peace Action Network, a group of members within Young President's Organization. She is also a Board Member of Glide Economic Development Corporation, The Hoover Institute at Stanford University, Aspen Properties and i-Spire PLC in London. Ms. Funk holds an undergraduate degree in International Relations and Economics with Honors from Stanford University and an MBA from Harvard Business School, where she graduated in 1996 as a Baker Scholar.

**BARBARA JO GOERGEN** is the Director of Private Sector Outreach for the Office of the Under Secretary of State for Public Diplomacy and Public Affairs at the U.S. Department of State. The Office of Private Sector Outreach engages U.S. businesses, universities, foundations, and the American people on public diplomacy initiatives and develops public-private partnerships that



expand and enhance America's public diplomacy efforts around the world. Previously, Ms. Goergen was Associate Director of Public Liaison at The White House. She handled outreach for Social Security, business issues, and women, in addition to being responsible for Presidential events. Prior to that, she worked for the Senior Advisor to the President for Strategic Initiatives.

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**MICHAEL B. GOODMAN, PH.D.** is the founder and director of the Corporate Communication Institute, and Professor of Corporate Communication at Fairleigh Dickinson University, serving as director of Graduate Programs in Corporate Communication for sixteen years. He has taught business and corporate communication courses at Aarhus School of Business (Denmark), Bangkok University (Thailand), Baruch College CUNY, New York University, New York Institute of Technology, Northeastern University, and SUNY at Stony Brook. Since 1981 Dr. Goodman has been a consultant in corporate communication, managerial communication, problem solving, new business proposals, change, and corporate culture. He has published widely, most recently: *Work with Anyone Anywhere: A Guide to Global Business*; "Today's Corporate Communication Function" in *Handbook of Corporate Communication and Strategic Public Relations*; *Corporate Communication for Executives*. He is at work on "While You Were Looking the Other Way -- Forces Redefining Corporate Communication Strategy" with Cleve Langton and Peter Hirsch. He is a member of the Arthur W. Page Society, a Fellow of the RSA (The Royal Society for the encouragement of Arts, Manufactures & Commerce), and a Fellow of The Society for Technical Communication. He is VP Eastern Region and Member of the Board of Directors of the Association for Business Communication. He received his BA from the University of Texas at Austin, and his MA and Ph.D. from the State University of New York at Stony Brook.

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**DR. ADAM W. HERBERT** became the 17th president of Indiana University in 2003. His vision for IU includes doubling the university's research grants and contracts by 2013. The institution is making significant progress toward the realization of this vision. In FY 2005, IU faculty attracted

record research dollars totaling \$477 million – more than all of Indiana's other colleges and universities combined. President Herbert also has set the goal of establishing IU as one of the nation's leading centers of life sciences research. The university currently is developing a strategic plan that will serve as a road map to guide IU's life sciences research and economic development efforts. Throughout his presidency, Adam Herbert has placed special emphasis on fund raising, particularly in the area of student financial aid. Last year, IU ranked first in the Big Ten and 13th among all public universities in private sector support. Between June and December of 2005, the university received \$145 million from donors in support of student scholarships. These gifts will provide more than 1000 scholarships annually. Born in Muskogee, Oklahoma, Adam Herbert is the former president of the University of North Florida and chancellor of the State University System of Florida. He received his B.A. and M.P.A. from the University of Southern California and his Ph.D. from the University of Pittsburgh. President Herbert has held a number of national leadership positions. He served as president of the National Association of Schools of Public Affairs and Administration. He is a member of the Knight Foundation Commission on Intercollegiate Athletics and previously served as chair of the National Collegiate Athletic Association's Division II Presidents' Council.

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**MICHAEL KLEIN** was appointed Chief Executive Officer of Global Banking in February 2004. The newly created division has responsibility for corporate client coverage across Citigroup. Specifically, the Investment Bank, the Global Relationship Bank and Emerging Markets Corporate Bank come under his leadership. Mr. Klein is a member of both the Management Committee of Citigroup and the Planning Group of the Global Corporate and Investment Bank. He also serves as the Vice Chairman of Citigroup International PLC. Prior to this, he was CEO of the Global Corporate and Investment Bank for Europe, the Middle East and Africa (EMEA). He has also held the positions of Chief Executive Officer of the Citigroup Corporate and Investment Bank, Europe, and Co-Head of

Global Investment Banking for Salomon Smith Barney, a member of Citigroup from 2000 to 2003. In early 1999, he was given responsibility for the expansion of the Firm's European investment banking business. A major step in that development was the merger, in May 2000, of Salomon Smith Barney's European operation with Schroders, a leading UK and European Merchant Bank. He has been a member of both the Investment Bank's Global Management Committee and Commitment Committees since 1995. In 2001, he was named Investment Banker of the Year by *Investment Dealers Digest* and one of *Fortune Magazine's* 25 Global Leaders to watch.

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**DICK MARTIN** was executive vice president of public relations, employee communications and brand management for AT&T from 1997 to 2002, capping a 32-year career with the company. The American Management Association published his book – *Tough Calls – AT&T and Hard Lessons Learned in the Telecom Wars* – in November of 2004. The book, which received favorable reviews in *Fortune*, *The Financial Times*, *The Wall Street Journal* and *The Boston Globe*, was called “the most honest insider's account ever committed to paper” by one reviewer. In 2007, the AMA published Martin's latest book, *Rebuilding Brand America – What We Must Do to Restore Our Reputation and Safeguard the Future of American Business Abroad*. In its review, *Publisher's Weekly* said, “Martin's marketing expertise allows him to illuminate

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**ANDREW MCILWRAITH**, senior managing partner, led the finance function at an Internet start-up company prior to joining The Strategic Offsites Group. His roles include strategic planning, investor presentations and other pertinent financial activities. Prior to this he spent nine years with Gemini Consulting (subsequently Cap Gemini Ernst & Young) in the Strategy practice. While at Gemini, Andrew leveraged his financial and strategy experience to develop Balanced Scorecards in a variety of industries including consumer products, chemical, and food ingredients. Other sample projects included an international French investment bank wanting to reduce its asset base in the U.S., a conglomerate addressing outsourcing issues, and an internet company seeking help on its business plan. Additional project work included a distribution strategy for a consumer lawn and garden chemical company and a debit card strategy for a major regional retail bank.

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Korea and the United States, Tami was awarded a Letter of Citation (Bronze Tower) by President Roh, Moo-hyun in December 2004, as well as by President Kim Dae-Jung in March 2001. In April 2006, she was also appointed as the Co-Chairman of the U.S.-Korea Visa Waiver Program Coalition.

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**JOSH PECK** has more than ten years of experience working with clients across various industries in the areas of strategy development and operations improvement. He has broad expertise designing and facilitating workshops for senior executive teams, with a particular focus on strategic planning, growth and innovation, and shared services. Previously, he was a Senior Consultant with Gemini Consulting (subsequently Cap Gemini Ernst & Young) where he worked primarily with technology clients focusing on new venture planning, product development, organizational improvement and cost reduction. Josh played lead roles in the planning and launch of new mobile operators in Indonesia and India, and led a team from one of the largest U.S. media companies in a six-month project to reengineer their Business Development and Legal functions.

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**KEITH REINHARD** is founder and President of Business for Diplomatic Action (BDA), a New York-based not for profit private sector effort to enlist the U.S. business community in actions aimed at improving the standing of America in the world. As President of this organization, Keith has testified to the U.S. Congress and has been broadly featured in the media, from the BBC to The Daily Show, Fox News, CNN, CNBC and in publications such as *The Economist*, *Fast Company*, *The Atlantic*, *The New York Times*, *The Wall Street Journal*, *the International Herald Tribune* and *The Financial Times* among others. Keith is also Chairman Emeritus of DDB Worldwide, which ranks among the world's largest and most creative advertising agency networks with 206 offices in 96 countries. As a working creative man, Keith was responsible for McDonald's "You Deserve a Break Today" and for the Big Mac tongue twister, "Two-all-beef-patties-special-sauce-lettuce-cheese-pickles-onions-on a sesame seed bun." He also penned State Farm's long running theme, "Just Like a Good Neighbor, State Farm is There." *Advertising Age* has referred to Keith

Reinhard as the advertising industry's "soft-spoken visionary" and in 1999 named him as one of the top 100 industry influentials in advertising history. Keith is a past Chairman of the American Association of Advertising Agencies and remains a member of its Advisory Council. He serves on the Department of Homeland Security's special Advisory Committee on Secure Borders and Open Doors. His many philanthropic activities include membership on the boards of Sesame Workshop, Jazz at Lincoln Center, The Mayor's Fund to Advance New York, and the Berlin School of Creative Leadership.

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David Chernow, *JA Worldwide*

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