Broad Branding

Communicating with Federal Relations Constituencies

Emily M. Dickens, Esq.
Asst. VP for Federal Relations
University of North Carolina
Broad Branding

KEY POINTS
• Brand Building is not Lobbying
  – Strong policy brand ≠ lobbying powerhouse
  – Think “surround sound”
    • Traditional advocacy activities
    • Multi-platform marketing
      – Letters
      – Calls
      – Social media
      – Website
    • Grassroots Efforts

• Integrity Matters
  – Integrity is the strongest predictor of wide influence
  – Lead with your values
  – Spending more $ ≠ more influence
• Cultivate Friends
  – Attracting more promoters than detractors is more important than winning policy battles
  – Empower promoters
    • Subject matter expertise
    • Accurate data
    • Vehicles to promote

• Monitor the Brand
  – Once baseline is established, the brand must be preserved and grown
    • Maintain external vehicles
    • Keep promoters engaged
    • Don’t forget values
    • Don’t forget your roots
KNOW YOUR AUDIENCE

Broad Branding
District Staffers

**Asher Hildebrand**
Deputy Chief of Staff/District Director, U.S. Rep. David Price at U.S. House of Representatives
Raleigh-Durham, North Carolina Area | Legislative Office

- **Current:** U.S. House of Representatives, University of North Carolina at Chapel Hill
- **Previous:** Obama for America, The International Foundation for Electoral Systems, U.S. House of Representatives
- **Education:** Princeton University

**Experience**
- **Deputy Chief of Staff/District Director, U.S. Rep. David Price**
  U.S. House of Representatives
  March 2014 – Present (7 months) | Raleigh-Durham, North Carolina Area

- **Lecturer**
  University of North Carolina at Chapel Hill
  January 2014 – Present (9 months) | Chapel Hill, NC


**Cassie Rice**
District Scheduler at U.S. House of Representatives
Raleigh, North Carolina | Government Administration

- **Previous:** U.S. House of Representatives, David Price for Congress
- **Education:** Auburn University

**Experience**
- **District Scheduler**
  U.S. House of Representatives
  June 2011 – Present (3 years 4 months) | Raleigh, NC

- **Created and managed the Congressman’s daily calendar to achieve goals for his North Carolina Congressional district.**

  Managed conflicting high intensity scheduling and outreach priorities for the Congressman. Managed the Congressman’s outreach activities with key community, business and political leaders.
District Staffers

Wayne King
Deputy Chief of Staff/District Director at Congressman Mark Meadows (NC11)
Kings Mountain, North Carolina | Legislative Office
Current: Congressman Mark Meadows (NC11)

Tiran Thomas
District Liaison at U.S. House of Representatives
Charlotte, North Carolina | Legislative Office
Current: U.S. House of Representatives | YMCA of Greater Charlotte
Previous: Huron Consulting Group
Education: University of North Carolina School of Law

Experience

Senior Advisor
Congressman Mark Meadows (NC11)
2013 – Present (1 year)

Skills

Summary
A proven civil servant and child advocate, Tiran Thomas has dedicated his life to serving the public. He strives daily to effectively resolve issues constituents face with the government by building lasting relationships with federal, state and local officials. For over 10 years, Tiran has served his community as a counselor and mentor through the YMCA of Greater Charlotte. He is a passionate and unyielding voice for people in need of assistance.
District Staffers

Brett Keeter
District Director for U.S. Representative Patrick McHenry at U.S. House of Representatives
Gaston, North Carolina | Legislative Office

- Previous: U.S. House of Representatives, McHenry for Congress, North Carolina General Assembly
- Education: University of North Carolina at Charlotte

Annette Taylor
Director of Community Engagement at U.S. House of Representatives
Raleigh-Durham, North Carolina Area | Philanthropy

- Current: U.S. House of Representatives, The Taylor Group USA, NCCU School of Business
- Previous: NC Center for Women in Public Service, Volunteer Center of Durham, NC Gives
- Education: North Carolina Central University

### Summary

Brett Keeter serves as District Director for the Office of United States Congressman Patrick McHenry (R-NC). In his official capacity, he oversees the Congressman's offices in Gastonia, Hickory and Black Mountain and manages outreach, constituent casework and community and constituent relations in the seven counties in North Carolina's Tenth Congressional District.

Annette Taylor specializes in nonprofit management, resource development and strategic planning. She is a relationship manager with an extensive background in philanthropic investments, grant programs, and community-based initiatives. Her focus is on education, health, community development, economic and workforce development, and higher education.

### Experience

**District Director for U.S. Representative Patrick McHenry**
U.S. House of Representatives
February 2014 – Present (8 months) | Gastonia, North Carolina

**Summary**

Experienced nonprofit management, resource development, and strategy professional. Specializes in managing relationships, with a focus on philanthropic investments, grant programs, and community-based initiatives. Focus is on health, education, economic, and workforce development, and higher education.

Specialties: Strategic planning, board management, donor relations, program monitoring, grant evaluation, proactive grantmaking, strategic investments, capacity building, coaching, and technical assistance to nonprofit and civic leaders.

Passionate about diversity, women's leadership, public policy, and alleviating poverty.
Hill Staffers
Hill Staffer Profile: Chief of Staff

Position Summary

- Earns an average of $136,588 annually
- Works in D.C. office
- May also perform Legislative Director duties
- Been in position for 6.7 years
- Has a Bachelor's degree
- May have previous experience in the House, federal government, campaign, etc.

Basic Responsibilities

- Acts as Member’s chief policy advisor
- Develops and implements all policy objectives, strategies, and operating plans for the Member’s office
- Manages and directs all activities and staff of the Member’s D.C. offices
- Coordinates the Member’s activities with leadership and committee offices
- Oversees office budget

Average Age

- 2009: 49% 20-29, 42% 30-39, 24% 40-49, 20% 50-59, 6% 60+
- 2010: 5% 20-29, 42% 30-39, 24% 40-49, 24% 50-59, 3% 60+

Highest Educational Attainment

- Bachelor’s Degree: 50%
- Master’s Degree: 26%
- J.D.: 18%
- Other: 5%
- PhD (1%)

Percentage Commuting Between District and D.C. Office

- 2006: 41% Commuting, 59% Not Commuting
- 2009: 33% Commuting, 67% Not Commuting
- 2010: 29% Commuting, 71% Not Commuting
**Hill Staffer Profile: Legislative Director**

**Position Summary**
- Earns an average of $89,674 annually
- Works in D.C. office
- May also perform Senior Legislative Aide duties
- In position for 4.5 years
- Has a Bachelor’s degree
- May have previous experience in the House, Federal government, campaign etc.

**Basic Responsibilities**
- Advises Member on all legislative areas
- Assists in development of policy positions and legislative initiatives
- Manages and supervises Member’s legislative staff
- Monitors and reports on floor action to Member and Chief of Staff

**Average Age**
- 2009: 27% 20-29, 59% 30-39, 9% 40-49, 5% 50-59, 0% 60+
- 2010: 21% 20-29, 59% 30-39, 10% 40-49, 10% 50-59, 0% 60+

**Highest Educational Attainment**
- 51% Bachelor’s Degree
- 28% Master’s Degree
- 17% J.D.
- 7% PhD
- 2% Other

**Average Years in Current Position**
- 2006: 3.1
- 2009: 3.3
- 2010: 4.5

**Percentage Commuting Between District and D.C. Office**
- 2006: 81% Commuting, 19% Not Commuting
- 2009: 84% Commuting, 16% Not Commuting
- 2010: 78% Commuting, 23% Not Commuting
Hill Staffer Profile: Legislative Aide

**Position Summary**
- Earns an average of $63,508 annually
- Works in D.C. office
- May also perform Legislative Aide duties
- Been in position for 3.8 years
- Has a Bachelor's degree
- May have previous experience in the House and federal government

**Basic Responsibilities**
- Develops and plans legislative initiatives
- Monitors legislative developments within committees and on the House floor
- Writes floor speeches for the Member
- Meets with constituents and special interest group on behalf of the Member

**Average Age**
- 2009: 43%, 42%, 45%
- 2010: 10%, 7%, 5%, 6%, 0%, 0%

**Highest Educational Attainment**
- Bachelor's Degree: 59%
- J.D.: 18%
- Master's Degree: 17%
- PhD (4%)
- Other (2%)

**Average Years in Current Position**
- 2006: 2.5
- 2009: 3.4
- 2010: 3.8

**Percentage Commuting Between District and D.C. Office**
- 2006: Commuting 74%, Not Commuting 26%
- 2009: Commuting 79%, Not Commuting 21%
- 2010: Commuting 86%, Not Commuting 14%

WWW.NORTHCAROLINA.EDU
Hill Staffer Profile: Scheduler

Position Summary
- Earns an average of $51,869 annually
- Works in D.C. office
- May also perform Office Manager/Executive Assistant and Financial Administrator duties
- Been in position for 5.5 years
- Has a Bachelor’s degree
- May have previous experience in the House and private organizations

Basic Responsibilities
- Maintains Member’s official schedule, travel plans, and related records
- Briefs Member on all scheduling activities of D.C. office and makes recommendations on proposed future meetings
- Schedules all staff meetings and briefings
- Coordinates scheduling of press, interview, radio, and television time with the Press Secretary

Average Age
- 2009: 62% 20-29, 49% 30-39, 21% 40-49, 14% 50-59, 6% 60+
- 2010: 24% 20-29, 21% 30-39, 14% 40-49, 11% 50-59, 3% 60+

Highest Educational Attainment
- Bachelor’s Degree: 81%
- Master’s Degree: 14%
- Other: 5%
- J.D.: 0.3%

Average Years in Current Position
- 2006: 3.6
- 2009: 3.4
- 2010: 5.5

Percentage Commuting Between District and D.C. Office
- 2006: 98% Commuting, 2% Not Commuting
- 2009: 95% Commuting, 5% Not Commuting
- 2010: 90% Commuting, 10% Not Commuting
ME-LLENNIALS
IS GENERATION Y LAZY & SELF-ENTITLED?

MILLENNAL WORKERS, FYI

Over 63% of working Millennials have a bachelor’s degree
(PayScale et al. 2012)

About 63% of Millennials aged 18 to 29 are employed; among those, half are working part-time
(NCoC et al. 2013)

46% of Millennials want to start their own business within five years
(Kaufman Foundation via CNN Money, 2012)

When asked, 38% of millennial freelancers said they’d rather take a “promising start-up opportunity” than complete a traditional college degree program
(oDesk, 2013)
History May Hold Solution for the Next Greatest Generation

American Generations

Greatest
Born before 1928

Silent
Born 1928-1945

Boomers
Born 1946-1964

X
Born 1965-1980

Millennials
Born after 1980

Analysis
• Millennials are defined as those born after 1980; in 2014, anyone age 35 or younger can be considered a millennial
• The 9/11 attacks and, later, the recession have had a profound affect on millennials’ attitude towards service and politics, making them service-minded but distrustful of governmental institutions
KNOW HOW THAT AUDIENCE IS RECEIVING INFORMATION
Almost Everything Available is Consumed

Media Channels Used For News, in Order of Popularity
Percentage of Respondents

- Websites on a computer: 98%
- Email newsletters on a computer: 95%
- Print publications: 92%
- TV: 88%
- Radio: 82%
- Email newsletters on a mobile device: 79%
- Websites on a mobile device: 74%
- Mobile apps: 67%
- Twitter and other social media: 54%

Analysis
Seven of the tested platforms are used by 75 percent of Washington policy professionals
Where the Action Is Among Policy Influentials

Percentage of Respondents Using Social Networking Sites

Facebook
- Capitol Hill: 94% (2009), 84% (2012)
- Private sector: 71% (2009), 64% (2012)
- Federal executives: 77% (2009), 63% (2012)

LinkedIn
- Capitol Hill: 32% (2009), 60% (2012)
- Private sector: 66% (2009), 75% (2012)
- Federal executives: 49% (2009), 52% (2012)

Twitter
- Capitol Hill: 38% (2009), 49% (2012)
- Private sector: 4% (2009), 43% (2012)
- Federal executives: 15% (2009), 24% (2012)

MySpace
- Capitol Hill: 5% (2009), 0% (2012)
- Private sector: 4% (2009), 0% (2012)
- Federal executives: 5% (2009), 2% (2012)

Google+
- Capitol Hill: 0% (2009), 0% (2012)
- Private sector: 21% (2009), 0% (2012)
- Federal executives: 0% (2009), 18% (2012)

GovLoop
- Capitol Hill: 0% (2009), 2% (2012)
- Private sector: 0% (2009), 3% (2012)
- Federal executives: 7% (2009), 10% (2012)

Analysis
Since 2009, the share respondents using Facebook and MySpace has declined across all workplaces, while the share of respondents using LinkedIn, Twitter, Google+, and GovLoop has increased.
## Washington Insiders’ Media Consumption Heaviest During and After Workday

### Number of Platforms Used by Time of Day

*Average*

<table>
<thead>
<tr>
<th>Time of Day</th>
<th>When waking up</th>
<th>During morning commute</th>
<th>During morning at work</th>
<th>Throughout the workday</th>
<th>After work</th>
<th>On weekend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All Respondents</strong></td>
<td>1.4</td>
<td>1.2</td>
<td>1.7</td>
<td>3.3</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td><strong>Capitol Hill</strong></td>
<td>1.5</td>
<td>1.1</td>
<td>2.2</td>
<td>3.6</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td><strong>Private Sector</strong></td>
<td>1.7</td>
<td>1.3</td>
<td>1.7</td>
<td>3.5</td>
<td>2.5</td>
<td>2.8</td>
</tr>
<tr>
<td><strong>Federal Executives</strong></td>
<td>0.8</td>
<td>1.1</td>
<td>1.2</td>
<td>2.5</td>
<td>2.3</td>
<td>1.9</td>
</tr>
</tbody>
</table>
Double Click on The Hill

Senior Hill Staff Use of Media Platforms
Chief of Staff, Comms Director, Press Secretary, LD

Junior Hill Staff Use of Media Platforms
LA, LC, Staff Assistants

- Email newsletters on a mobile device
- Websites on a mobile device
- Mobile apps
- TV
- Twitter and other social media (to read news)
What’s Used When?

Use of Platforms for Washington-Focused News and Information

Capitol Hill Respondents

- #1: Email newsletters on mobile device
- #1: Radio
- #1: Email newsletters on a computer
- #1: Websites on a computer
- #1: TV

- As soon as I wake up
- During my morning commute
- During the morning at work
- Throughout the workday
- After I leave work

Legends:
- Purple: Email newsletters on a mobile device
- Blue: Websites on a mobile device
- Pink: Mobile apps
- Light blue: TV
- Orange: Twitter and other social media (to read news)
The Functional Trend

2012 Purposes of Regular Social Networking Use by Respondent Type

- Professional networking
- Getting information about other people
- Sharing professional (work-related) information
- Sharing news
- Getting news

- Black line: All respondents
- Red line: Capitol Hill Senior Staff (Chief of Staff, Communications Director, Press Secretary, Legislative Director)
- Blue line: Private Sector
- Green line: Federal executives
Many Finding Advantage at the Buffet

2009 vs. 2012: Impact of Media Proliferation on Job
Percentage of All Respondents

<table>
<thead>
<tr>
<th></th>
<th>“Made My Job Easier”</th>
<th>“Made My Job Harder”</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All Respondents</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>31%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td><strong>Capitol Hill</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td><strong>Federal Executives</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td><strong>Private Sector</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>41%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>53%</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>12%</td>
<td></td>
</tr>
</tbody>
</table>

**Takeaways**
- Roughly half of Washington professionals feel that media proliferation has made job easier, up from 31% in 2009.
- Increasing percentages of Hill, Federal, and Private Sector professionals experiencing same “lift.”
Hill Staff are Super-Users of “Social”, Generally...

Frequency of Social Networking Use by Workplace Users

- Capitol Hill: 5% (Less often), 17% (Once a day), 25% (Several times a week), 39% (Several times a day)
- Private sector: 3% (Less often), 24% (Once a day), 22% (Several times a week), 28% (Several times a day)
- Federal executives: 0% (Less often), 37% (Once a day), 23% (Several times a week), 23% (Several times a day)

Daily Social Networking Activity by Workplace Users

- Capitol Hill: 52% (2009), 69% (2012)
- Private sector: 55% (2009), 29% (2012)
- Federal executives: 39% (2009), 17% (2012)
...as Well As Twitter, Specifically

Frequency of Twitter Use by Workplace Users

- Capitol Hill: 30%, 12% (Less often), 9% (On a day), 6% (Several times an hour)
- Private sector: 32%, 16% (Less often), 16% (On a day), 6% (Several times an hour)
- Federal executives: 47%, 21% (Less often), 15% (On a day), 3% (Several times an hour)

Daily Twitter Usage by Workplace Users

- Capitol Hill: 61%, 12% (2009), 7% (2012)
- Private sector: 51%, 7% (2009), 4% (2012)
- Federal executives: 38%, 4% (2009), 3% (2012)
With Whom am I Speaking?

**Percentage of Hill Staff “Using Twitter for ‘Boss’”**

- 29%

**Distribution of Titles Among Staff “Using Twitter for ‘Boss’”**

- Legislative Director: 22%
- Communications Director: 14%
- Legislative Assistant: 8%
- Staff Assistant: 6%
- Chief of Staff: 8%
- Legislative Correspondent: 6%
- Other: 14%

**Takeaways**

- Two-thirds of Press Secretaries and Communications Directors do some kind of Twitter work for boss; may be Chief of Staff, or member him or herself
- From interviews: Staff usually not managing account, but monitoring conversations and adding specific comment from time to time
- Fewer than one-third of all other positions ever touch boss’s account
Key Takeaways
Traditional Media Brands and Platforms—TV, Print, Radio—Remain Essential Components of Media Mix: Digital upstarts are finding their place along side the traditional media channels, but traditional platforms remain an important component of Washington Insiders’ daily media consumption.
For “Moment-Specific Targeting”, Consider Channel Consumption Habits: Media consumption across channels differs by time of day as much as anything else

- Early in morning: Email newsletters on mobile devices are #1
- During morning commute: Radio is #1
- During the morning at work: Email newsletters on computer are #1
- In the afternoon at work: Websites on computer are #1
- In the evening: TV is #1
**Embrace Mobile:** Rapid and growing use of mobile for newsletter review, website searching, and social networking will call for messaging that is optimized for smaller devices.

**Embrace Social:** Rapid and growing use of social media—especially among senior Hill professionals—to get information on issues presents new opportunity for reaching targeted policymakers and staff.
Don’t Shut Off: The most successful media consumers/users are on more, all the time, and especially in digital; adjusting to media saturation is accomplished by doing more—and growing comfortable—rather than doing less.
BEST PRACTICES

Broad Branding
17 Cardinal Rules for Working with Congress

Bill Well's 17 Cardinal Rules for Working With Congress

The beneficiary of 14 years experience as a staff member and staff director for key science subcommittees in the U.S. House of Representatives, as well as an advisor to the Executive Branch, Bill Wells has outlined the following 17 Cardinal Rules for working with Congress:

1. Convey that you understand something about Congress.
2. Demonstrate your grasp of the fundamentals of the Congressional decision-making system, especially the need for compromises and trade-offs.
3. Don't seek support of science as an entitlement.
4. Don't convey negative attitudes about politics and politicians.
5. Perform good intelligence-gathering in advance.
6. Always use a systematic checklist technique.
7. Remember that timing is vital.
8. Keep the Congressional calendar in mind.
10. Make it easier for those in Congress to help you by focusing your problem or issue clearly and making apparent what decision is needed or what action Congress should take.
11. Remember that members and staff are mostly generalists.
12. Keep the "bottom line" in mind.
13. Use time -- yours and theirs -- effectively.
14. Don't patronize either Members or staff.
15. Don't underestimate the role of staff in Congress.
16. Remember your friends and thank them often.
17. Finally, remember that the great majority of members and staff are intelligent, hard working, and dedicated to public service.

IEEE members interested in understanding how government works and in communicating effectively with policy-makers should note William G. Wells, Jr., *Working With Congress: A Practical Guide for Scientists and Engineers*, published by the American Association for the Advancement of Science with support from the Carnegie Commission on Science, Technology, and Government.
#10 Make it Easy for Them to Help You

- Does it really require a face to face meeting
  - District visits have value, too
  - A phone call is always nice

- Draft letters
  - Succinct
  - Informative
  - Detailed
  - Responsive
Dear Senator Hagans:

Thank you for your service to our state. We sincerely appreciate your support for the University of North Carolina (UNC) system, the constituent institutions and the affiliate organizations. Your work as a leader on the Senate Health, Education, Labor and Pensions Committee is particularly important.

Openness and accessibility are core values for the University. However, an open and dynamic environment presents real challenges for safety and security, ranging from the potential for large-scale emergencies to interpersonal violence and other crimes. UNC institutions should be safe and welcoming places to live, work, and study where students can focus on pursuing an education and earning a degree.

Across the country, concern about campus security has generated public debate and intense interest by policymakers. Routinely, laws aimed at ensuring campus safety and security are adopted in response to specific threats or high-profile incidents, such as mass shootings, injuries or fatalities related to alcohol abuse, or sexual violence. As a University, we believe that our focus on campus safety and security should be proactive and consistent rather than a series of reactive measures. Our commitment to student well-being goes far beyond compliance with legal requirements.

It is in that spirit that in August 2013 University system President Tom Ross charged a system-wide committee led by Chancellor Randy Woodson of North Carolina State University and Chancellor Harold Martin of North Carolina A & T State University to build upon previous University-wide efforts and to identify new challenges. Committee members included provosts, attorneys, police chiefs, students, Title IX officers, professors, vice chancellors for student affairs, health professionals, athletic directors, and other professionals from across the UNC campuses. President Ross asked the committee to focus particular attention on:

**Crimes and offenses against persons:** Examine campus and UNC system policies, procedures, and practices for responding to and addressing offenses against persons, with particular attention to sexual harassment and other offenses involving students and compliance with Title IX requirements. Such offenses include sexual assault, stalking, dating violence, domestic violence, robbery, burglary, or any other offense causing bodily injury.

**Campus public safety:** Review and address the functions and procedures of campus police departments and campus public safety operations.

**Security reporting and awareness:** Review campus and UNC system policies, procedures, and practices for ensuring accurate and timely reporting of campus crime and security information, with particular focus on compliance with federal Clery Act requirements.
Dear Virginia —

Oscar Wilde once wrote that “experience is the name that everyone gives to their mistakes.” I regret that Appalachian seems to have a bit of experience in making mistakes these days! I hope that you will accept my sincere apology for the error made by my staff when we posted Chairman Taylor’s press release on our website and then included the release in the alumni newsletter. I assure you that we had the best of intentions with an unfortunate and regrettable result. The last thing that I or this University would ever intend to do is send you the message that we are ungrateful to you in any way. I wish that I could “turn back the clock” and correct this error. Simply put, there is no excuse.

We hope to move forward and make amends by being a good partner with you in bringing resources to Northwest North Carolina. Appalachian has not made federal relations a top priority in the past. As Chancellor, I would like to change this. It is important that Appalachian faculty, staff, students and alumni become more engaged in federal policy issues and projects critical to our success as a learning community. As our Member of Congress, you are central to any effort that we may pursue. We are enormously grateful and indebted to you for your leadership in Washington.

As always, you have an open invitation to visit your Appalachian family anytime. I would be pleased if you could join Roseanne and me for lunch at the house soon. I would love the chance to get together and just talk informally about your priorities in education and economic development or anything else that you would like to discuss. My staff will follow up with Todd Poole to find a time that will hopefully work with your schedule.

Again, please forgive us. We are learning as we go along in this adventure.

Highest personal regards —
Dear Secretary Solis:

We are writing on behalf of the University of North Carolina, an internationally-recognized, multi-campus university which includes all 16 of North Carolina's public institutions that grant baccalaureate degrees. Our institutions have a rich history of academic achievement by both our students and our faculty.

Federal immigration law currently provides that a college or university may sponsor a teaching faculty member for permanent resident status using the labor certification process known as the Program Electronic Review Management ("PERM"), which is under the purview of the Employment and Training Administration ("ETA"). Colleges and universities most often use PERM's Optional Special Recruitment and Documentation Procedures for College and University Teachers as an alternative to the basic PERM process because it better reflects the recruitment needs of institutions of higher education. This process requires colleges and universities to undertake a competitive recruitment and selection process and mandates that the recruitment process include at least one advertisement in a national professional journal. 20 C.F.R. §656.18(b)(3). Although not stipulated in the law or regulation, the Employment and Training Administration requires this advertisement to be in print, as opposed to appearing in an electronic format. Please see http://www.foreignlaborcert.dol.gov/faqanswers.cfm#eetree4.

Advertising an opening in a print format is neither practical nor economically sustainable for the University of North Carolina. Like other institutions of higher education, the University of North Carolina is facing ongoing budgetary issues. The University of North Carolina spends over $500,000 annually to advertise open faculty positions in print journals. This is an incredible sum for a public institution to shoulder when the effectiveness of posting in a print publication is minimal. To put the cost in perspective, $500,000 is enough money to fully cover in-state tuition and fees for nearly 50 students at any of our campuses for one academic year.
RULE#12 : Use **Time**-Yours and Theirs Effectively

- Reference consumption practices
- Check with UNCGA FedRel- we may already be working on the issue
- Respond quickly, but accurately
- Anticipate their needs
- Be mindful of the Congressional calendar
<table>
<thead>
<tr>
<th>SUNDAY</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
<th>SATURDAY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>1 New Year's Day Federal Holiday</td>
<td>2 No Votes</td>
<td>3 No Votes</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>6</td>
<td></td>
<td>7 Second Session of the 113th Congress convenes with a Call of the House at 6:30 p.m.</td>
<td>8 D.C. Work Week</td>
<td>9 D.C. Work Week</td>
<td>10 Votes no later than 3:00 p.m.</td>
</tr>
<tr>
<td>12</td>
<td>13</td>
<td></td>
<td>14 D.C. Work Week</td>
<td>15 D.C. Work Week</td>
<td>16 Last votes no later than 3:00 p.m.</td>
<td>17 No Votes</td>
</tr>
<tr>
<td>19</td>
<td>20</td>
<td></td>
<td>21 District Work Week</td>
<td>22 District Work Week</td>
<td>23 District Work Week</td>
<td>24 District Work Week</td>
</tr>
</tbody>
</table>
Broad Branding

WHO’S DOING IT RIGHT
NC State Ag Staffer Tour

NC AG. STRONG!
Agriculture and agribusiness generate

$80 billion or 18% of $440 billion annual gross state product

>750,000 jobs or (18.5%) of 3.8 million jobs

Up 6% in 2013..... in a difficult economic market
UNC CH Federal Affairs Twitter
UNCG Website

Welcome to the website for the University of North Carolina at Greensboro Office of Government Relations. We hope that this website will serve an informative resource for members of the UNCG community interested in becoming engaged in the University’s government affairs. If you have any comments about the website or suggestions for improvement please contact the Director of Strategic Initiatives.

This website will be updated as additional relevant information becomes available.

- To receive notification of website updates, join our mail list
- Follow the Office of Government Relations on Twitter

Special Session
Let’s Work Together

• Follow #uncgafedrel on Twitter
• Check our website regularly for updates
• Provide us links to your websites
• Share good news
• Use us as a resource