Welcome to The Seminar

FOR MORE THAN 60 YEARS, The Seminar has been the premier organization of the highest-ranking communications and public affairs executives at the world's most influential corporations, nonprofit organizations and public relations agencies. The Seminar is at once an organization and an event, providing top professionals with a forum and a network for the sharing of ideas at an annual three-day meeting.

Since 1952, The Seminar’s annual gathering has offered Seminarians an opportunity to understand issues of major consequence to the institutions they serve and to foster community among professionals with common interests and responsibilities.

Each year, The Seminar Committee designs an eclectic program that provides a broad perspective on the major trends and issues impacting Seminarians’ organizations and Seminarians themselves. The Seminar program is not about the practice of communications, focusing instead on topics such as technology, economics, health care, the environment, and more.

The program also includes topics of personal relevance, from leadership to wellness. Outstanding, relevant program quality is a hallmark of The Seminar.

During the year, Seminarians also interact as an informal network for the exchange of ideas, fellowship, information and best practices. In fact, when fellow Seminarians contact each other, we make it a point to get back to each other within 24 hours. The relationships created among leaders within The Seminar truly last a lifetime.
Mission

The mission of The Seminar is to expand the capability of the most senior communications and public affairs executives by facilitating:

Leadership. Providing insights and knowledge of world events and political, social, economic and technological trends so Seminarians can contribute more fully to the leadership of their organizations.

Insight. Enabling the exchange of ideas and experiences to better meet the communication needs of Seminarians and to help add value to their roles in their respective organizations or for their clients.

Fellowship. Fostering the acquaintanceship of leading communications and public affairs executives who are advancing enlightened global communications policy and practice.

Invitations

The Seminar seeks the “Best of the Best” — leaders of high professional standing and deep experience. Invitations are extended to the top communications and public affairs executives at Fortune 500 corporations and other leading global companies, to a select group of organizations and public relations firms of significant stature, and to top communications and public affairs executives at leading universities and non-governmental organizations.

Participation is by invitation only. Invitations are limited to one leader per organization and extended to the most senior communications and public affairs professional. They must be known to and nominated by two current Seminarians, one of whom must be a member of The Seminar Committee or former Chair. Invitations are re-examined annually. Assuming regular attendance at The Seminar and conformance to other criteria, such as continued senior leadership status, invitations are customarily reissued each year. Invitations are limited to about 300 Seminarians in total.

The Seminar Committee

The Seminar is an informal organization. No permanent staff. No corporate office. We exist through the volunteer efforts of our Seminarians. A Committee of about 30 Seminarians develops the program and the list of those invited, meeting regularly throughout the year. A modest “Blue Book” of guidelines, available to any Seminarian, passes from Committee to Committee each year. Committee members serve three-year terms.

The Seminar has three officers: Chair, Program Chair and Secretary-Treasurer.
Participation and Evaluation

Seminarians are noted as a highly articulate group. Not only do we mix it up with our colleagues, we mix it up with our speakers. Extended Q&A following presentations is another hallmark of The Seminar, and spirited dialogue after each session is common. Underlying the success of the program year after year are Seminarians’ critical assessment of speakers and other aspects of the program. Detailed evaluations are completed by attendees and are professionally analyzed and presented to The Seminar Committee following each Seminar. They are vital in planning for the next year.

Programs

Each year, the program is designed to provide a broad perspective on trends and issues impacting Seminarians’ organizations. The program also includes topics of personal relevance from leadership to social awareness. Outstanding, relevant program quality is a hallmark of The Seminar.

THE SEMINAR COMMITTEE GRAT幸FULLY ACKNOWLEDGES OUR FELLOW SEMINARIANS WHO GENEROUSLY CONTRIBUTED TO THE EVENTS OF THIS YEAR’S SEMINAR

2014 SEMINAR BELL RINGERS
Don Baer, Burson-Marsteller; Christopher Graves, Ogilvy Public Relations; Jack Martin, Hill+Knowlton Strategies
Dan Collins, Corning Incorporated
Julie Hamp, Toyota
Jon Iwata, IBM; David Samson, Chevron
Brett Jewkes, NASCAR
Dave Senay, FleishmanHillard

2014 SEMINAR SPONSORS
Ray Day, Ford Motor Company
Oscar Suris, Wells Fargo

2014 SEMINAR PATRONS
Paul Bergevin, Intel Corporation
Barry Caldwell, Waste Management
Maggie FitzPatrick, Johnson & Johnson
Richard Marshall, Korn/Ferry International

2014 SEMINAR FRIENDS
Shelley Bird, Cardinal Health
Bob DeFillippo, Prudential Financial, Inc.
Richard Edelman, Edelman
Frances Emerson, Deere & Company
Clarkson Hine, Beam Suntory Inc.
Raymond C. Jordan, Amgen
David Kamenztzyk, Mars, Incorporated

2014 SEMINAR SUPPORTERS
Harold Burson
David Demarest, AspenLine
Reputation Strategies
William C. Heyman, Heyman Associates
Kim Hunter, LAGRANT COMMUNICATIONS

2014 SEMINAR SUPPORTERS
George Jamison, Spencer Stuart Corporate Communications Practice
Mike Paul, Reputation Doctor LLC
Jen Prosek, Prosek Partners

2014 SEMINAR SUPPORTERS
Raymond Kotcher, Ketchum
Margery Kraus, APCO Worldwide
Bob McAdam, Darden Restaurants
Andy Polansky, Weber Shandwick
Mónica Talán, Univision
Clif Webb, Fluor Corporation
Charlene Wheless, Bechtel Corporation

2014 SEMINAR SUPPORTERS
Harold Burson
David Demarest, AspenLine
Reputation Strategies
William C. Heyman, Heyman Associates
Kim Hunter, LAGRANT COMMUNICATIONS
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>Speaker/Interviewer</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30am-11:00am</td>
<td>Break</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11:00am-12:00pm</td>
<td>“Scaling an Authentic Brand While Keeping it HONEST”</td>
<td></td>
<td>Seth Goldman, Co-Founder, President &amp; TeaEO, Honest Tea</td>
</tr>
<tr>
<td></td>
<td>Speaker:</td>
<td></td>
<td>Johanna Schneider, Doug Gansler Maryland</td>
</tr>
<tr>
<td></td>
<td>Session Chair:</td>
<td></td>
<td>Gubernatorial Campaign</td>
</tr>
<tr>
<td>12:00pm-1:30pm</td>
<td>Lunch</td>
<td>Fairway Ballroom (Upper Level)</td>
<td></td>
</tr>
<tr>
<td>1:30pm-2:25pm</td>
<td>“Under Water: For All the Right Reasons”</td>
<td></td>
<td>Robert D. Ballard, Ph.D., Director, Center for Ocean Exploration, University of Rhode Island</td>
</tr>
<tr>
<td>2:25pm-3:15pm</td>
<td>“Insight into the American Psyche: Late Night Radio”</td>
<td></td>
<td>George Noory, Radio Talk Show Host, Coast to Coast AM</td>
</tr>
<tr>
<td>3:15pm-3:30pm</td>
<td>Break</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3:30pm-4:20pm</td>
<td>“A Different Kind of Leadership”</td>
<td></td>
<td>Cathy Lanier, Chief of Police, Metropolitan Police Department, Washington, DC</td>
</tr>
<tr>
<td>4:20pm-5:10pm</td>
<td>“Good News for Bees and Other Pollinators”</td>
<td></td>
<td>Marla Spivak, Ph.D., Distinguished McKnight Professor, Department of Entomology, University of Minnesota</td>
</tr>
<tr>
<td>5:10pm-7:00pm</td>
<td>Business Break</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7:00am-8:00am</td>
<td>Committee Members &amp; First-Time Seminarian Breakfast</td>
<td>Union Room (Lower Level)</td>
<td></td>
</tr>
<tr>
<td>7:00am-8:45am</td>
<td>Buffet Breakfast</td>
<td>Fairway Ballroom (Upper Level)</td>
<td></td>
</tr>
<tr>
<td>8:00am-8:30am</td>
<td>Welcome and Announcements</td>
<td></td>
<td>Betty Hudson, Chair, National Geographic Society</td>
</tr>
<tr>
<td>8:30am-9:30am</td>
<td>“Learning at the Pace of Change”</td>
<td></td>
<td>Cathy N. Davidson, Ph.D., Duke University and Director, The Futures Initiative, The Graduate Center, City University of New York</td>
</tr>
<tr>
<td></td>
<td>Speaker:</td>
<td></td>
<td>Michael Schoenfeld, Duke University</td>
</tr>
<tr>
<td>9:30am-10:30am</td>
<td>“Making Data More Human”</td>
<td></td>
<td>Jer Thorp, Co-Founder, The Office of Creative Research</td>
</tr>
<tr>
<td>7:00am-8:15am</td>
<td>State of the Function: Recruiter’s Breakfast</td>
<td>Fairway Ballroom (Upper Level) Plated Breakfast Served at 7:00am</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Speakers:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6:45pm-9:00pm  Dinner  
DINNER SPONSORED BY DON BAER, BURSON-MARSTELLER;  
CHRISTOPHER GRAVES, OGILVY PUBLIC RELATIONS; AND  
JACK MARTIN, HILL+KNOWLTON STRATEGIES  
Speaker: Jeff Gordon, NASCAR Cup Series Champion  
Interviewer: Brett Jewkes, Vice President/Chief Communications  
Officer, NASCAR  
APPEARANCE SPONSORED BY NASCAR  
9:00pm  Buses Return to The Ballantyne Hotel & Lodge

WEDNESDAY, JUNE 4

7:00am-8:30am  Breakfast Buffet  
Fairway Ballroom (Upper Level)  
7:00am-8:15am  Committee Members Breakfast Meeting  
Union Room (Lower Level)  
ALL GENERAL SESSIONS HELD IN THE  
BALLANTYNE BALLROOM, MAIN LEVEL  
8:15am-8:30am  Announcements  
8:30am-9:20am  “Microfinance & Changing the World”  
Speaker: Prof. Muhammad Yunus, Ph.D. Chairman, Yunus Centre  
Interviewer: Aaron Sherinian, The United Nations Foundation  
Session Chair: Clay McConnell, Program Chair, Airbus Americas, Inc.  
9:20am-10:10am  “The Next Generation of Great Ideas”  
Moderator: David W. Pogue, Founder, YahooTech.com  
Panelists: Jack Andraka, Junior, North County High School-Glen Burnie, MD; Ari Dyckovsky, Co-Founder, Arktos; Michelle Hackman, Senior, Yale University  
Session Chair: Don Baer, Burson-Marsteller  
10:10am-10:25am  Break  
Speaker: Robert L. Johnson, Founder & Chairman, The RLJ Companies  
Interviewer: Shelby Coffey III, Vice Chairman, Newsseum  
Session Chair: Margery Kraus, APCO Worldwide  
11:15am-12:10pm  Lunch  
Fairway Ballroom (Upper Level)  
2:00pm-3:00pm  “Global Security”  
Speaker: Leon E. Panetta, 23rd U.S. Secretary of Defense & Former  
Director of the Central Intelligence Agency  
Session Chair: Dave Senay, FleishmanHillard  
APPEARANCE SPONSORED BY JULIE HAMP, TOYOTA AND  
DAVE SENAY, FLEISHMANHILLARD  
3:30pm  Buses Depart for NASCAR Hall of Fame  
4:15pm-5:15pm  “The Convergence of Technology & Sports”  
Moderator: Doug Perlman, Founder & CEO, Sports Media Advisors  
Panelists: Hank Adams, CEO, Sportvision, Inc.; Cynthia Bir, Ph.D.,  
Professor of Research, Keck School of Medicine, The  
University of Southern California; Kevin Haley, Senior  
Vice President, Innovation, Under Armour  
Session Chair: Brett Jewkes, NASCAR  
PROGRAM SPONSORED BY NASCAR  
5:15-6:45pm Reception & Tour of NASCAR Hall of Fame  
RECEPTION SPONSORED BY NASCAR  
6:45pm-9:00pm  Dinner  
DINNER SPONSORED BY DON BAER, BURSON-MARSTELLER;  
CHRISTOPHER GRAVES, OGILVY PUBLIC RELATIONS; AND  
JACK MARTIN, HILL+KNOWLTON STRATEGIES  
Speaker: Jeff Gordon, NASCAR Cup Series Champion  
Interviewer: Brett Jewkes, Vice President/Chief Communications  
Officer, NASCAR  
APPEARANCE SPONSORED BY NASCAR  
9:00pm  Buses Return to The Ballantyne Hotel & Lodge

WEDNESDAY, JUNE 4

7:00am-8:30am  Breakfast Buffet  
Fairway Ballroom (Upper Level)  
7:00am-8:15am  Committee Members Breakfast Meeting  
Union Room (Lower Level)  
ALL GENERAL SESSIONS HELD IN THE  
BALLANTYNE BALLROOM, MAIN LEVEL  
8:15am-8:30am  Announcements  
8:30am-9:20am  “Microfinance & Changing the World”  
Speaker: Prof. Muhammad Yunus, Ph.D. Chairman, Yunus Centre  
Interviewer: Aaron Sherinian, The United Nations Foundation  
Session Chair: Clay McConnell, Program Chair, Airbus Americas, Inc.  
9:20am-10:10am  “The Next Generation of Great Ideas”  
Moderator: David W. Pogue, Founder, YahooTech.com  
Panelists: Jack Andraka, Junior, North County High School-Glen Burnie, MD; Ari Dyckovsky, Co-Founder, Arktos; Michelle Hackman, Senior, Yale University  
Session Chair: Don Baer, Burson-Marsteller  
10:10am-10:25am  Break  
Speaker: Robert L. Johnson, Founder & Chairman, The RLJ Companies  
Interviewer: Shelby Coffey III, Vice Chairman, Newsseum  
Session Chair: Margery Kraus, APCO Worldwide  
11:15am-12:10pm  Lunch  
Fairway Ballroom (Upper Level)  
2:00pm-3:00pm  “Global Security”  
Speaker: Leon E. Panetta, 23rd U.S. Secretary of Defense & Former  
Director of the Central Intelligence Agency  
Session Chair: Dave Senay, FleishmanHillard  
APPEARANCE SPONSORED BY JULIE HAMP, TOYOTA AND  
DAVE SENAY, FLEISHMANHILLARD  
3:30pm  Buses Depart for NASCAR Hall of Fame  
4:15pm-5:15pm  “The Convergence of Technology & Sports”  
Moderator: Doug Perlman, Founder & CEO, Sports Media Advisors  
Panelists: Hank Adams, CEO, Sportvision, Inc.; Cynthia Bir, Ph.D.,  
Professor of Research, Keck School of Medicine, The  
University of Southern California; Kevin Haley, Senior  
Vice President, Innovation, Under Armour  
Session Chair: Brett Jewkes, NASCAR  
PROGRAM SPONSORED BY NASCAR  
5:15-6:45pm Reception & Tour of NASCAR Hall of Fame  
RECEPTION SPONSORED BY NASCAR  
6:45pm-9:00pm  Dinner  
DINNER SPONSORED BY DON BAER, BURSON-MARSTELLER;  
CHRISTOPHER GRAVES, OGILVY PUBLIC RELATIONS; AND  
JACK MARTIN, HILL+KNOWLTON STRATEGIES  
Speaker: Jeff Gordon, NASCAR Cup Series Champion  
Interviewer: Brett Jewkes, Vice President/Chief Communications  
Officer, NASCAR  
APPEARANCE SPONSORED BY NASCAR  
9:00pm  Buses Return to The Ballantyne Hotel & Lodge
The 2014 Seminar Committee

CHAIR
Betty Hudson National Geographic Society

PROGRAM CHAIR
Clay McConnell Airbus Americas, Inc.

SECRETARY-TREASURER
Jane Randel

Paul Bergevin Intel
Catherine Blades Aflac
Michael Busselein
Barry Caldwell Waste Management, Inc.
Christa Carone Fidelity Investments
Daniel Collins Corning Incorporated
Julie Craven Hormel Food Corporation
Ray Day Ford Motor Company
David F. Demarest Stanford University
Christine Heenan Harvard University
William (Bill) Heyman Heyman Associates, Inc.
C. Clarkson Hine Beam Suntory Inc.
Raymond C. Jordan Amgen Inc.
Lindsey Kozberg California Strategies
Margery Kraus APCO Worldwide
Brian Lott Mubadala Development Company
Gerard K. Meuchner Henry Schein, Inc.
Michael J. O’Neill American Express Company
Mike Paul MGP & Associates PR
Johanna Schneider Doug Gansler Maryland Gubernatorial Campaign
David T. Senay FleishmanHillard
Aaron Sherinian The United Nations Foundation
Oscar Suris Wells Fargo
Mónica Talán Univision Communications Inc.
Luca Virginio Barilla
Joan Wainwright TE Connectivity
Charlene Wheless Bechtel Corporation

Committee Chairs
(Affiliations at time of service)

2014 Betty Hudson National Geographic Society
2013 Gerard K. Meuchner Henry Schein, Inc.
2012 Raymond C. Jordan Johnson & Johnson
2011 Joan Wainwright TE Connectivity
2010 Johanna Schneider Business Roundtable
2009 Charlotte R. Otto Procter & Gamble
2008 Stephen Johnson Union Bank
2007 Jon C. Iwata IBM
2006 Phyllis J. Piano Amgen
2005 Michael J. O’Neill American Express
2004 Diane B. Dixon Avery Dennison
2003 David F. Demarest Visa International
2002 Nicholas J. Ashooh American Electric Power
2001 Howard Paster Hill & Knowlton
2000 John T. Wooster AIG
1999 Elliot S. Schreiber Nortel Networks
1998 Willard D. Nielsen Johnson & Johnson
1997 Marilyn Laurie AT&T
1996 Edward C. MacEwen GTE
1995 Grant N. Horne Pacific Gas & Electric
1994 Joyce Hergenhan General Electric
1993 Stephen J. Kay Empire BlueCross BlueShield
1992 Barry F. Wiksten CIGNA
1991 Ronald E. Rhody Bank of America
1990 David J. Metz Eastman Kodak
1989 David A. Fausch Gillette
1988 Thomas J. Fay Aetna
1987 Mardie MacKimm Kraft
1986 Wayman B. Jones Grumman
1985 Frank E. Davis, Jr. Koppers Company
1984 Harold Burson Burson-Marsteller
1983 Thomas E. Burke Thomas E. Burke Company
1982 Richard R. Mau Rockwell International
1981 Robert V. Guelich Montgomery Ward
1980 William A. Durbin Hill & Knowlton
1979 William H. Shepard Alcoa
First-Time Seminarians

1978  Robert L. Fegley  General Electric
1977  Richard A. Aszling  General Foods
1976  William Lydgate  Earl Newsome & Company
1975  Thomas W. Stephenson  DuPont
1974  Ellis N. Brandt  Dow Chemical
1973  John J. Verstraete  3M
1972  William W. Weston  Sun Oil
1971  George A. Lawrence  Exxon
1970  George A. Lawrence  Exxon
1969  Ruddick C. Lawrence  Conoco
1968  Dan J. Forrestal  Monsanto
1967  Glenn Perry  DuPont
1966  John D. Paulus  Allegheny Ludlum
1965  George W. Griffin, Jr.  GTE
1964  Arthur Smith, Jr.  Dow Chemical
1963  John K. Murphy  Pennsylvania Railroad
1962  John L. Fleming  ALCOA
1961  Walter G. Barlow  Opinion Research
1960  Phelps H. Adams  U.S. Steel
1959  Thomas F. Robertson  Eastman Kodak
1958  Dale S. McFeatters  Westinghouse
1957  Bruce Watson  General Foods
1956  Emery N. Cleave  Celanese
1955  Holcombe Parkes  National Association of Manufacturers
1954  Claude Robinson  Opinion Research
1953  George H. Freyermuth  Exxon
1952  E.S. Bowerfind  Republic Steel

Libby Archell  Chief Communications Officer  Alcoa
Emma Carrasco  Chief Marketing Officer  NPR
Karen Arena  Vice President, Global Communications  Xerox Corporation
Kris Charles  Vice President, Global Communications & Philanthropy  Kellogg Company
Ann Richardson  Senior Vice President, Public Affairs  McKesson Corporation
Kristie Cunningham  Senior Vice President, Communications  BAE Systems, Inc.
Joanne M. Bischmann  Vice President, Communications  Harley-Davidson Motor Company
Michele Davis  Managing Director, Head of Global Corporate Affairs  Morgan Stanley
Luella Chavez  Chief Communications Officer  Western Union
Steve Burgay  Senior Vice President, External Affairs  Boston University
Michele Sullivan  
Director, Corporate Communications & Strategic Events  
Land O’Lakes, Inc.

Britt Zarling  
Vice President, Corporate Communications  
Fiserv, Inc.

Robert Toeves  
Head - Corporate Communications  
DISH Network

Robert R. Zeiger, Jr.  
Vice President, Global Chief Communications Officer  
Royal Caribbean Cruises Ltd

Jennifer M. Whitlow  
Vice President, Corporate Communications  
Lockheed Martin Corporation