

# **NATIONAL FOREIGN TRADE COUNCIL**

## **2009 Priorities**

NFTC Mission Statement: Furthering the NFTC mission as the pre-eminent business association dedicated solely to international trade and investment issues. Our mission is to advance global commerce through:

- 1 Advocating public policies that foster an open international trade and investment regime;
- 2 Mobilizing and disseminating expertise and information on key issues, such as: the world trading system, taxation, trade finance, economic sanctions and international human resources.
- 3 Influencing public debate through interaction with policy makers and opinion leaders and by convening government/private sector discussions of important issues.

Adopted by NFTC Board 02/01

## **Preamble**

2009 promises to be a very different year. Financial disaster, rapidly growing unemployment, government expenditures that will significantly increase the national debt have created a perfect storm not seen in decades. Just as globalization has spread growth and jobs and accelerated the pace of change, now we are seeing it accelerate the breadth and depth of economic contraction.

For the National Foreign Trade Council, this means much more than business as usual. Global economic integration is coming under attack as never before, and it falls to us to defend it more aggressively than ever before. While economists everywhere will say that closing markets and erecting protectionist barriers is the worst thing nations could do, political pressures to do precisely that are growing daily, not only in the United States but throughout the world. For 95 years the NFTC has opposed those barriers and stood for an open, rules-based trading system, and we will continue to do so. The times, however, demand a redoubled effort and new tactics if we are to succeed. In particular, we will spend more time educating the Congress, the new Administration, and the public on what the stakes are, on how the wrong moves will dig the hole even deeper, and on what we must do to restore growth. The goals and priorities that follow are designed to begin that process.

## Trade and Export Finance Policy Priorities – 2009

### A. Trade Priorities Where the NFTC Has a Leadership Role

In a year when economic downturn and offshore outsourcing have created worries about job insecurity which in turn have led to growing debate over trade policy and protectionism, it is more important than ever that the NFTC continue to take its historic strong stand in support of an open rules-based trading system and attempt to influence public debate in a positive direction. To that end, we will:

- Educate Congress and new Administration on benefits of trade and importance of forward-looking trade agenda.

*2008: Conducted and published a major study, “Connecting the Dots: The Global Economy and Supply Chain Management”, which explores emerging trends in global commerce. Premised on the idea that the international community has shifted from a trading system primarily based on exporting and importing goods to a more integrated system of corporate supply chains spanning the globe, the study analyzes the trade and investment environments of 117 countries based on data from OECD and the World Bank, through a cooperative arrangement with the Center for Strategic and International Studies, building on a methodology they developed. Encouraged NFTC member companies to invite Members of Congress to visit company facilities and see firsthand how trade impacts their District. Offered advice to any companies on writing op eds and provided ethics guidance for visits.*

- Fight protectionist measures in Congress and the Administration such as expansion of Buy American provisions in U.S. government procurement which will lead to decreased U.S. competitiveness and retaliation by trading partners.
- Advocate enactment of renewed trade negotiating authority and continue to market the NFTC’s negotiating authority bill to Congressional committees of jurisdiction.

*2008: drafted trade negotiating authority legislation, briefed Congressional trade staff on it and had two public events to present it to trade experts and other interested parties.*

- Continue to provide broad-based US business leadership for conclusion of the Doha Round through NFTC special project and WTO Working Group.

*2008: Highlights of Doha Round Project include: leading 1 business*

*delegation to Geneva involving three days of meetings with country ambassadors and senior WTO officials; continued to provide strategic insight, timely reporting and on-the-ground intelligence on developments from Geneva-based consultant John Weekes; spoke at several events on importance of WTO and successful conclusion to Doha Round; hosted special meeting in Washington, D.C. with WTO officials and visiting WTO Ambassadors; met with senior White House and USTR officials throughout the year; continued active communications and press outreach.*

- Continue to advocate for a Middle East Free Trade Agreement as part of our duty as secretariat and manager of the U.S.-Middle East Free Trade Coalition (US-MEFTA Coalition).

*2008: Despite an absence of U.S. government momentum on the Middle East and the resignation of BCIU from its co-management of the MEFTA Coalition, NFTC maintained a schedule of meetings, and information to maintain interest in the coalition in this post-TPA era; focused on the highlighting the benefits of FTA's in the through co-sponsoring a signing for Gulf Air of Bahrain's purchase of Boeing aircraft, monitoring and providing business input on Saudi WTO accession implementation efforts; monitoring and encouraging the resolution of member company tax issues with the government of Kuwait; continuing focused attention toward both the U.S. and Omani government to support the necessary Omani steps for the entry into force of the US-Oman FTA, which occurred on January 1, 2009; monitoring Jordanian labor issues related to the FTA and communicating progress with Congress; reaching out to Jordan and Israel in support of their interest in cumulating their FTA's with the U.S. and engaging USTR to promote consideration of that effort. NFTC also provided individual advice, introductions and advocacy to member companies expanding their operations in the Gulf region. Provided business input into FTA Joint Committee meetings on the workings of the Morocco, Jordan and Bahrain FTA's.*

- Encourage continued Saudi trade liberalization and economic reform.

*2008: Through the US-MEFTA Coalition and Saudi Arabia Working Group, maintained efforts to increase communications with the Saudi embassy and government, including organizing a briefing for the U.S. business community for representatives of SAGIA, the Saudi Arabian General Investment Authority on SAGIA's major initiatives, including the Economic Cities concept, which entails some of the largest investment and infrastructure opportunities in the world today; continue to advocate for the decrease of Saudi Arabia's chocolate tariff to common GCC levels, and worked with USTR to set up meetings between NFTC member companies' Saudi Arabian operations and USTR to improve USTR*

*understanding of U.S. commercial challenges in the country.*

- Work for Congressional approval of the US FTAs with Korea, Colombia, and Panama and press for more rapid implementation of existing agreements through active participation in business coalition efforts and other steps as appropriate.

*2008: Served as a member of US business coalitions' steering committees; issued press releases and letters of support for FTAs; engaged with embassy officials and facilitated their interaction with Washington press, participated in a business coalition outreach trip to Panama meeting with the President and cabinet officials.*

- Formally launch International Intellectual Property Rights Working Group to restore and strengthen broad-based US support for strong IP protection, among other goals.

*2008: Informally launched the working group in the summer. Formal launch will be in January 2009.*

- Promote modernization of the U.S. Trade Adjustment Assistance (TAA) Program.

*2008: co-founded and led in the management of the Trade and American Competitiveness (TAAC) Coalition serving as a pro-active business voice urging Congress to modernize and streamline the Trade Adjustment Assistance and to position continued engagement through a forward looking trade policy and visa reform agenda in the context of an overall U.S. competitiveness agenda. Participated in recruiting companies and associations to join the coalition and in organizing a Congressional kickoff at which Senator Baucus spoke.*

- Promote extension and modernization of U.S. trade preference programs for countries meriting beneficiary status.

*2008: Participated in GSP Coalition Hill meetings lobbying to extend GSP, support extension of the Andean Trade Preferences, AGOA and other preference programs, provide business input to Representatives McDermott and English in the development of their trade preference reform legislation and hosted a meeting with them and NFTC members to discuss their initiative.*

- Initiate new effort on trade and climate change, highlighting the potential trade-related consequences of climate change legislation.

*2008 – Provided testimony for the record to a hearing of the House*

*Energy and Commerce Committee on competitiveness concerns relating to climate change policy; reached out to energy policy experts at foreign embassies in Washington; participated in roundtable discussions and forums on climate change.*

**B. Trade Priorities Where the NFTC Has a Supportive Role**

- Support open investment policies and negotiation of new high standard Bilateral Investment Treaties (BITs), oppose expropriations and efforts to weaken high standards on investor protection in FTAs, BITs and other measures.

*2008: Served on private sector advisory Investment Working Group; supported more active USG stance in negotiating model BIT agreements with leading countries; joined other business groups on Congressional developments of concern on investment.*

- Help lead business efforts on China-related policy developments and support business coalition opposing protectionist China legislation.

*2008: Actively engaged in broader China coalition activities, including lobbying visits and other advocacy efforts.*

- As part of the broader US-Russia Trade Coalition, build support for approving PNTR for Russia as part of Russia's WTO accession.

*2008: Continued to participate and support coalition activities.*

- Support efforts to reform US sugar policies to promote more market-based trade and thereby facilitate progress in the Doha Round and on FTAs with sugar-producing nations.

*2008: Actively engaged in farm bill debate in variety of ways, including lobbying, letters, press outreach and other joint efforts with a sugar users alliance.*

- Support efforts to bring U.S. actions into full compliance with WTO obligations and other international obligations.

**C. Export and Project Finance Priorities**

- Work with other business groups on reinvention of Ex-Im Bank based on global competitiveness challenges as part of presidential campaign strategy.

*2008: Worked with CEE in developing a major effort to reinvent Ex-Im Bank.*

- Continue to engage with World Bank on business concerns regarding pilot project proposal on “country systems” for procurement.

*2008: Succeeded in persuading the Bank to create an Advisory Group to monitor its country systems program. Made sure the North American representative to the group was a member of our coalition and recommended possible nominees for other seats.*

- Ensure adequate appropriations for Ex-Im Bank, OPIC and TDA.

## USA\*Engage Priorities

### 1. Continue to be the lead organization opposing unilateral sanctions.

- Increase understanding of the costs and ineffectiveness of sanctions; advocate passage of sanctions reform legislation and oppose new federal unilateral sanctions proposals; support repeal or modification of existing sanctions.

*2008: Encouraged Congress to support sanctions reform legislation; lobbied against new sanctions on Iran; commissioned and released a study of the economic impact of ending sanctions on Iran; released a staff study on policy options for the Obama Administration; educated Members of Congress and Administration officials against Congressional endorsement of state sanctions efforts; continued to educate on the problems of extraterritorial sanctions and proposals that would apply U.S. law to foreign subsidiaries of U.S. corporations; participated in business coalition on Internet freedom laws; led business coalition efforts in support of "Section 123" nuclear cooperation agreements; drafted letters and talking points for Members of Congress on issues including Cuba, Iran, Sudan and state-level divestment.*

- Lead efforts against new state sanctions and policies that inhibit the conduct of foreign policy by the U.S. Government.

*2008: Developed and deepened relationships with state chambers of commerce, state pension fund managers and state legislators to counteract divestment legislation in state legislatures; spoke at conferences of fiduciaries and pension fund managers to discuss divestment concerns.*

- Continue USA\*Engage as the leading opponent of unilateral capital market sanctions intended to de-list firms from U.S. markets as a tool of U.S. foreign policy or to alter longstanding definition of "materiality" in the context of disclosure requirements.

*2008: Opposed inclusion of capital market sanctions in new foreign policy legislation; monitored the Securities and Exchange Commission's efforts to comply with congressional pressure to expand the concept of materiality to include human rights abuses.*

- Expand efforts to alert members to new sanctions tools that find their way into legislation without drawing public attention, in particular extraterritorial extensions of U.S. law.
- Coordinate efforts to rescind elements of the Cuban embargo, including the travel ban, and prohibitions on private financing of agricultural and medical sales and regulations governing transactions under TSRA.

*2008: Advocated modification of sanctions regime on Cuba; continued to maintain close liaison with congressional working groups and to improve relations with NGOs and agriculture groups; supported amendments to overturn restrictions on trade and travel;*

*led spearheaded major business community letter to support changes to trade and travel laws; met with officials in Ottawa, London and Brussels to discuss Cuba policy; staff contributed a chapter on commercial engagement with Cuba to a book released by the Center for Democracy in the Americas (released January 2009).*

**2. Advocate for changes in visa requirements that will facilitate normal international commercial travel.**

- Pursue changes recommended by the Visa Policy Coalition, including: restoring to the Secretary of State the authority to grant U.S. consulates discretion to waive the personal interview requirement based on risk assessment; expanding the Visa Waiver Program; exercising vigorous Congressional oversight of Executive Branch actions; urging the Administration to articulate a clear, operational visa policy; and improving efficiency, transparency, and reliability in the visa process. Demonstrate to the Executive Branch the long term economic and security-related damage caused by current policies.

*2008: Met with Administration officials to seek changes in policy; hosted and attended regular industry meetings to brief companies and understand their problems with delays and procedural hurdles.*

- Focus attention on the growing problem of poor treatment of visitors at the point of entry and demonstrate the harm this does to America's image abroad and the difficulties it causes in bringing foreign customers, employees, and students here.

**3. Promote export control policies that address national security priorities without harming the economic competitiveness or reputation of U.S. business.**

*2008: Continued to work with the government on its development of regulations on deemed exports, intra-company transfers, validated end users, and others.*

**4. Advocate for the protection of American business interests abroad and the ability of American businesses to engage and operate successfully in foreign markets – through the adoption of rational U.S. laws, regulations, policies and treaty obligations.**

- **Trademarks:** Support policies that protect U.S. trademarks in Cuba, including legislation repealing Section 211 of the FY1999 Appropriations Act, a special interest provision which allows for the discriminatory treatment of certain Cuban trademarks. The provision violates U.S. international trade obligations, and erodes our reputation as a champion of strong intellectual property enforcement.

**Corruption:** Lead U.S. business community efforts in fighting corruption and in promoting additional anti-bribery agreements globally, in addition to supporting rapid implementation of the UN Convention against Corruption.



- **Alien Tort Statute:** Lead business community efforts to combat abuse of the alien tort statute by documenting to policy-makers the costs of these lawsuits to the economy and to business.

*2008: Met with U.S. federal officials and congressional staff to discuss alien tort cases; met with member companies and associations to discuss outstanding cases and issues; provided current information on status of active lawsuits to Member Companies and allied organizations; followed progress of active ATS cases involving South Africa and Indonesia; reached out to new companies and individuals with cases pending; co-sponsored an amicus brief in the alien tort lawsuit, Sinaltrainal, et al., v. The Coca Cola Company.*

**5. Compile and publish rankings of Members of Congress on their trade, sanctions and engagement records.**

*2008: Compiled votes for the 2007-2008 report card for the 110<sup>th</sup> Congress.*

**6. Increase awareness of USA\*Engage's role and activities.**

- Hold an annual meeting honoring a champion of USA\*Engage issues

*2008: Held successful lunch honoring Senator Chuck Hagel and Congressman Earl Blumenauer for their support of engagement.*

- Advocate on behalf of USA\*Engage issues at business conferences.

*2008: USA\*Engage staff members participated in various conferences on state sanctions.*

- Improve visibility of the organization and its mission through op-eds and media exposure.

*2008: USA\*Engage staff were quoted by major media organizations regarding proposed federal and state sanctions.*

## NFTC International Tax Priorities

The 111<sup>th</sup> Congress presents almost unprecedented challenges to NFTC member companies. In addition to the extension of the active financing exception to Subpart F, and the CFC look-through rules, there are a number of major tax code provisions that either expire or that require major change going forward. The revenue effects of the AMT, the expiration of the Bush tax cuts, and the pending repeal of the estate & gift tax, all suggest that Congress must address these problems before 2011. In this climate, we also anticipate both the Obama administration and the Congress to focus on international tax policy. This is likely to include challenges to deferral, expansive revision to the rules governing the operations of multinational corporations (MNCs) in low tax jurisdictions, and possible changes to the foreign tax credit that would likely cause MNCs to suffer greater double taxation. In this atmosphere, the NFTC will work diligently to point out the benefits to the economy and to member companies of a competitive international tax policy. The NFTC's Tax Committee will actively promote U.S. policy that reflects the principle that U.S. tax policy should not disadvantage international competition. In this regard, U.S. tax rates should be reduced enough to be brought into line with the mainstream of the OECD countries. We will do that primarily through the work of our four working groups.

### **1. Increase NFTC Tax Committee participation by the four Tax Committee Working Groups and identifying projects to further the international tax priorities of the Tax Committee.**

#### **Tax Treaty Working Group:**

- Lead business input on the re-negotiation of bilateral income tax treaties and lead in support of the ratification process.

*2008: Successfully urged Senate Foreign Relations Committee to schedule a July tax treaty hearing on the three tax Treaties and Protocols with Canada, Iceland and Bulgaria. All treaties were ratified and entered into force by the U.S. and the respective governments in December 2008.*

- Complete a revised Income Tax Agreement with Malta and New Zealand and France.

*2008: Continued working with Treasury Department ,and wrote a letter requesting the consideration of specific issues to be included in the New Zealand tax treaty and to encourage the completion of the New Zealand tax protocol .Hearings and ratification are expected in 2009.*

- Provide opportunities for Council President to testify before the Senate Foreign Relations Committee at Tax Treaty Ratification Hearings and write testimony.

*2008: Prepared written testimony for NFTC President to submit to the Senate Foreign Relations Committee on the Canadian, Icelandic and Bulgarian tax*

*protocols and tax treaties.*

- Lobby for the inclusion of additional dispute resolution provisions in U.S. tax treaties.

*2008: Continued to advocate for mandatory arbitration and reduced withholding tax on dividends, interest and royalties.*

- Provide forum for NFTC member companies to input tax treaty country preferences and issues of concern anonymously by surveying members; use survey replies to respond to U.S. Treasury inquiries.

*2008: Conducted a new survey on tax treaty country preferences and substantive tax treaty issues. Continued discussions of previous survey results with U.S. Treasury and IRS officials.*

- Continue Latin America outreach to facilitate tax treaty process and improve relationship with tax officials in Latin American countries of significance to NFTC Members.

*2008: Partnered with U.S. Chamber of Commerce, NAM, and other organizations in support of tax treaty negotiations with Brazil. At the Treasury Department's request, wrote a letter detailing the position of NFTC members on a potential tax treaty with Brazil. Met with Brazilian officials to improve communications about tax treaty issues. Continued to work with NFTC Tax Committee Members to express interest in the Tax Treaty negotiations between the U.S. and Chile.*

### **Non-U.S. Issues Working Group**

- Identify opportunities for the NFTC to comment on non-U.S. tax issues and coordinate those comments. Pursue opportunities for the NFTC Tax Committee to interact with foreign tax officials. Advocate elimination of tax impediments to foreign direct investment.

*2008: Sent 17 letters to the German Laender Ministers of Finance and the German Minister of Finance on the German tax proposal to require a change in the location of accounting records for audit purposes. The NFTC letter resulted in a relaxation of the standard and a more liberal interpretation of when fines can be imposed. Wrote to the Dutch Minister of Finance expressing concerns about the interest deductibility provisions that were being considered. The Dutch Financial Times carried a copy of the NFTC letter in an article on the proposed tax changes. The government backed down on the proposed tax treatment of interest. Wrote to the Swedish Minister of Finance about a proposal to impose dramatic restriction on the deductibility of interest in certain related party settings. Wrote to the Spanish Minister of Finance to express our concern over*

*the audit activity by the Spanish Tax Agency of ETVE structures owned by multinational groups. The proposed changes could significantly affect foreign inward investment in Spain. Wrote a letter to the Japanese Finance Minister requesting that the net operating loss carry-over provision expected to be included in the Japanese stimulus proposal be extended to at least 20 years, not the 7 proposed. Continued to work with the U.S. Treasury Department, and monitor negotiations on the Tax Intermediaries Study.*

*Continued to monitor state activity on the Business Activity Tax Simplification Act, and the tax changes instituted by both New Jersey and Massachusetts. The issue involves the principle of physical presence and the replacement of it with an economic presence standard by the states of New Jersey, West Virginia and Massachusetts. The new economic presence standard would violate standing U.S. tax treaty obligations.*

- Continue to work toward an international tax services regime that provides geographic neutrality and promotes the growth of international services. Continue to use participation in the ongoing work of the OECD to increase NFTC visibility.

*2008: Participated in the OECD Technical Advisory Group to develop a framework for recommendations regarding the application of value added taxes on cross-border services.*

### **Regulatory Working Group**

- Coordinate NFTC Tax Committee input into the regulations process. Review the Treasury Priority Guidance Plan and Proposed Regulations and recommend items on which the NFTC should provide comments and coordinate comment drafting and presentation to the U.S. Treasury and the IRS.

*2008: Drafted talking points to present at an IRS meeting on the proposed Section 987 regulations. Section 987 of the Internal Revenue Code, providing rules applicable to the determination of exchange gain or loss for qualified business units of CFC's was enacted in 1986 as part of the Tax Reform Act of 1986. The proposed regulations were issued in 2006. The NFTC continues to work with the IRS to refine the proposed regulations.*

*Drafted and submitted comments to the IRS and Treasury on the proposed contract manufacturing regulations. Tim McDonald of Procter and Gamble testified on behalf of the NFTC at the IRS hearing on the proposed regulations.*

### **Legislative Working Group**

- Work with Congress to enact legislation that will ensure companies' international competitiveness and oppose efforts to overturn international tax provisions adopted as part of the JOBS Act in 2004, to defeat legislation that would harm the tax treaty system and to support extension of expiring tax provisions and expiring "look

through” rules.

*2008: Worked with outside advisors on a paper to enhance the competitiveness of U.S. multinationals. This project increased NFTC visibility, and helped to further understanding of international tax issues, and to keep those issues a regular part of legislative and administration consideration; supported the activities of the Active Finance Working Group, signing various letters and attended congressional meetings to try to extend the active financing exception to Subpart F; supported efforts to extend the look through rules set to expire in 2008. Drafted and submitted a letter from the Tax Committee to President-elect Obama’s transition team outlining the Committee’s concerns about changes in the tax treatment of multinational corporations as outlined in the Obama campaign documents. The letter focused specifically on the tax treatment of deferral and why it should be retained. The NFTC worked with the Active Finance Working Group, which was successful in extending the active financing exception to Subpart F and which has a revenue benefit for NFTC member companies of about \$4 billion over ten years. The NFTC also worked to extend the look through rules which has a benefit to our member companies of about \$600 million over the ten year revenue window.*

### **Broad Objectives**

- Hold winter and fall Tax Committee Meetings which provide NFTC Tax Committee Members the opportunity to interact with speakers from Congressional staff, U.S. Treasury, and IRS officials.

*2008: Provided NFTC members at the annual Winter and Fall meetings with access to Congressional staff and key government officials including: Nick Giordano, Washington Counsel, Melissa Mueller Tax Counsel, House Ways and Means Committee Mary Baker, IRS Detailee, Senate Finance Committee Majority Staff, Barbara Angus, Angus Nickerson, Jon Traub, Chief Tax Counsel, House Way and Means Committee, Minority Staff Marc Gerson, Partner, Miller and Chevalier Emily McMahon, Deputy Chief of Staff, Joint Committee on Taxation, Jason Furman—Senior Fellow and Director of The Hamilton Project, The Brookings Institution, Ed McClellan, PricewaterhouseCooper, Alan Fischl, International Tax Partners, Washington National Tax, PWC, Chip Harter, International Financial Products Tax Partner, Washington National Tax, PWC, Peter Merrill, Lead Partner, National Economic Consulting, Washington National Tax, PWC, Norm Nystrom, International Tax Partner, Minneapolis, MN, PWC; Fall Tax Committee Meeting: Mukesh Butani, BMR, Vijay Mathur, World Tax Service, Barry Shott, U.S. Competent Authority, Carol Dunahoo, Partner, Baker McKenzie, Mary Bennett, Head of Division, Tax Treaty, Transfer Pricing & Financial Transactions Division, OECD Committee on Fiscal Affairs, Thomas Neale, Head of the CCCTB Task Force, European Commission, Bob Green, Partner, Caplin and Drysdale, Richard Stark, Partner, McKee Nelson, Charlie Middleton, International Tax Counsel, Wal-mart Stores, Inc., Bill Sample, Senior*

*Tax Counsel, Microsoft, Steve Musher, Associate International Tax Counsel, IRS, Amy Black, Tax Counsel, Procter and Gamble, John Bush, Tax Counsel, Citigroup, Lewis Greenwald, Partner, Sullivan and Worcester, Michael Mundaca, Deputy Assistant Secretary for International Tax Affairs, U.S. Department of Treasury.*

- Continue affiliation with the OECD to broaden reach of international services to NFTC Tax Committee members and to increase NFTC visibility.
- Conduct Tax Steering Committee Meetings to solicit input on important Tax Committee activities and Tax Lunch Forums focused on current international tax issues to provide NFTC members with access to current international tax information and contact with tax decision makers.

*2008: Conducted five Tax Steering Committee Meetings and six Tax Lunch Forums on current international tax issues including various regulations, pending legislation, and IRS notices. The forums provide the members with the opportunity to communicate informally with U.S. Treasury, IRS, and congressional staff. Speakers included: John Harrington, International Tax Counsel, U.S. Department of Treasury, Henry Louie, International Economist, U.S. Department of Treasury, Ellen McCarthy, International Tax Counsel, Senate Finance Committee Minority Staff, Avril Haines, Deputy Chief Counsel, Majority Staff, David Willkie, Senior Staff Advisory, Minority Staff, Senate Foreign Relations Committee, Michael DiFronzo, Deputy Associate Chief Counsel, International, IRS, Edward Kleinbard, Chief of Staff, Joint Committee on Taxation.*

- Use strategic alliances with trade associations and organizations to increase impact and avoid duplication of effort on various international tax issues.

*2008: Worked with the USCIB, NAM, SIFMA, ACC, ITPF and API to organize educational events for the staffs of the tax writing committees on international taxation issues.*

## International Human Resource Services Priorities

- Increase NFTC Visibility and Outreach:

*2008: Expanded usage of e-blasts to alert members and prospects about NFTC IHR conferences, seminars and working group meetings; second IHR established a second IHR chat room (for the International Assignment Management Committee); continued to post minutes of IHR working groups, surveys, and presentations from conferences and seminars.*

*2008: Co-sponsored two separate global mobility management surveys (with Cartus and GMAC), both of which received widespread IHR press coverage.*

- Aggressively and on a timely basis, follow up on contacts made from NFTC-hosted seminars or conferences in order to further gain HR-based memberships.

*2008: Analyzed delegate lists to our various conferences and seminars to enable targeted follow up for new membership and marketing of subsequent programs.*

- Expand new second mobility management working group to 37 members.

*2008: Held two three-day meetings (in Houston and Charlotte) of new International Assignments Management Committee which is a forum for existing members and prospects. Expanded group to 30, which included 10 new IHR-based memberships.*

- Policy Goal: Establish mobility as an integral element of U.S. trade policy.

*2008: Expanded focus from global mobility (expatriate) management to global workforce/talent management.*

- Policy Goal: Work for rational immigration policies that facilitate international mobility.

*2008: With our accounting and law firm members, have included additional cross-border immigration compliance updates at IHR working groups meetings, conferences and seminars.*