

b. DNC's Fund-Raising Strategies in Anticipation of the 1996 Presidential Election

The DNC is the primary national operational organ of the Democratic Party. The Committee itself is a group of about 440 elected and *ex officio* representatives from the various states and territories, with elected national and general chairmen and certain inferior elected officers (treasurer, secretary, vice-chairmen and finance chairmen). The DNC operates through a central headquarters in Washington, D.C., which is administered and staffed by a nonprofit corporation, the DNC Services Corporation.²⁰⁷

As of early 1995, the DNC was organized into several divisions, primary among them Administration (operations and accounting), Finance (fund-raising), Campaign (political) and Communications (message). The national chairman oversaw all of these units, with divisional directors reporting to him directly as well as through a chief of staff, who reported to the national chairman and essentially functioned as the executive director and day-to-day administrator of the organization. Most of the DNC staff were paid professionals.

Fowler's election as National Chairman represented something of a departure from the DNC's traditional organizational alignment. For the first time, the party chose to install a bifurcated leadership team, with "National Chairman" Fowler sharing duties and authority with a "General Chair," Sen. Christopher Dodd (D-Conn.). Effectively, Fowler conducted the business of the DNC, while Dodd served more as a spokesman, with primary communications duties and

²⁰⁷That entity holds by assignment all funds raised and owned by the DNC, except non-federal contributions (*i.e.*, funds not regulated by federal law), which the DNC uses typically to support state party committees.