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A PR Handbook for the Beginning Professional in Non-Profit Public Relations

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A PR HANDBOOK FOR THE BEGINNING PROFESSIONAL
IN NON-PROFIT PUBLIC RELATIONS

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A PR HANDBOOK FOR THE BEGINNING PROFESSIONAL
IN NON-PROFIT PUBLIC RELATIONS

TABLE OF CONTENTS

	Page Number
I. Introduction	v
II. A Bird's Eye View of Public Relations	1
III. A Formula for Public Relations	9
IV. Performance and Public Relations	12
V. Good Public Relations.	14
VI. A Look At Newsworthy Information	17
VII. How To Properly Prepare News Releases.	19
VIII. Public Releases Must Be Placed With the Proper Person	25
XV. Speeches	31
V. Photographs	33
XI. Photo Memoranda.	36
XII. Public Service Announcements	38
XIII. Radio	41
XIV. Tools of Communication	43

APPENDIX

CHAPTER ONE: INTRODUCTION

The need for this handbook was determined by the results gathered from a survey of approximately 50 public relations professionals working in St. Louis for non-profit and profit-making organizations. It includes the results of interviews with local city and suburban newspaper editors, of personal experiences from working on a public relations assignment and of discussions with public relations professionals and advisors. It meets the need for a useful guide on public relations which offers practical advice instead of theoretical study. While most of the current texts today offer a comprehensive overview of the field of public relations, few if any specifically deal with step-by-step practices and procedures used in the field of public relations.

Information contained in this handbook illustrates the need for beginning professionals to adhere to vital practices which can help mold productive and rewarding careers. Included among these suggestions is a complete understanding of and orientation to the term "public relations"--a working definition that defines and channels the scope of the field. It includes suggestions on how to work with the media and how to get the media to work with your organization. It illustrates some practical suggestions, tips and ideas that have been successfully applied to specific instances of actual past experiences. This handbook was prepared merely as a guide by which to illustrate the various concepts, attitudes and practices in the field of public relations. It certainly is not intended to be inclusive, but it is intended to provide beginning

public relations persons with facts that can assist them in their efforts in public relations in the developmental years. This handbook can be used as a guide and as a reference tool by which to answer the daily basic questions as they occur in the formative years.

It has been almost three years since I first started collecting information about beginning public relations professionals in the field of public relations. My special interests have been in the area of non-profit organizations. During my brief tenure in the non-profit sector, I have observed two basic issues that, if defined, could help clarify the scope and direction for the practice of public relations in these institutions. The first issue consisted of the ability to identify the concepts that are inherent and unique to non-profit organizations as they deal with the public. And, the second issue involved the ability of knowing the technical skills and resources that are mandatory for an effective public relations program.

While the variety of public relations activities contained in the practice of working in public relations in a non-profit organization offered an array of experiences, it soon became obvious that several principles in the practice of public relations applied to both profit-making and non-profit organizations. Among these was the cardinal concept that the field of public relations is innately dependent upon the ever-changing "public," a factor which established the need for tailored, well-researched, planned and executed public relations programs that are up-to-date in their thinking and practice.

This guide provides a glimpse of initial experiences that the beginning public relations professionals may encounter during their career.

CHAPTER TWO: A BIRD'S EYE VIEW OF PUBLIC RELATIONS

Public relations has never been more widely needed and accepted by non-profit organizations than it is today. The importance of gaining high visibility of an organization's goals and purposes is reflected by public relations strategies which focus on gaining public attention and support. The significance of gaining "public" understanding and appreciation of the practices, policies and activities of an organization is apparent in the organization's ability to function.

By their very nature, organizations that are acting with and on behalf of the public's best interest cannot exist without a constant concern for their "publics." There must be public appreciation of such organizations if they are to be successful.

Profit-making organizations today are being challenged by the public to interpret and justify their policies, practices and activities. The public will judge the worthiness of an organization. Clifton Garvon, board chairman of the biggest oil corporation in the world stated the mandatory need for public relations: "I simply do not know of any operating decisions that now get made without lots of awareness of the political and public implications."¹ Exxon grossed \$955 million dollars in profits in 1978. The Exxon Corporation spends 78% of its \$18 million dollar network-TV and magazine advertising budget not on selling products but on promoting its business as one

essential to the nation's strategic interest.²

For non-profit organizations, the struggle to win support of their programs and policies from various "publics" is even more critical. Eleemosynary institutions are faced with the problem of seeking financial and volunteer support for what appears to be intangible causes that should ultimately result in the betterment of the public. The number of non-profit organizations has increased considerably over the years and their unique characteristics require special attention.

The needs, limitations and uniqueness of the non-profit organization structure present some very challenging and peculiar circumstances for administrators, boards of directors and public relations counselors. The non-profit organization is a constant object of the public's eye. Its needs include depending on public donations to fund programs that are administered by temporary, inexperienced and unpaid volunteers. The organization is continuously being challenged to provide a consistent public relations program which can interpret and explain its worth.

The role of the public relations counselor in helping to meet these needs is as important as it is multi-faceted. The public relations counselor must utilize every available means of communication to implement successfully a public relations program which addresses itself to the specific needs and purposes of the organization. Public relations counselors must clear up misconceptions and criticism directed at the organization and its policies and practices. They must educate members to utilize and understand services offered by the organization and illustrate the necessity for participating in its programs. Public relations counselors must clearly define the objectives, practices, policies and accomplishments of the organiza-

tion, as well as assist individual members in carrying out effective public relations programs within their community. Their public relations programs must recruit volunteers, improve staff relations, raise funds and increase membership. They must also secure legislative support for the organization and determine the attitudes of various "publics" toward the organization.

In order to get a firm handle on the scope of public relations, it is imperative for the public relations counselor that the research begin with the very basics. Public relations counselors must begin with the very basics of developing a working definition of the term "public relations."

What is public relations? There is no standard answer to this question, for public relations is not an exact science with a limited definition. However, there are three concepts which lead to an understanding of public relations as an integral function for all organized groups in modern society. Alfred Fleishman says this about these three concepts:

1. First, we need to understand that there is no question of whether an organization prefers to have public relations. The question is whether it will have good public relations or bad public relations. The success of the organization is dependent upon good public relations with its "publics."
2. Second, in its simplest definition, public relations is good performance, publicly appreciated.
3. And third, in more specific terms, public relations is the management or organizational function which evaluates public attitudes, identifies the policies and procedures of an individual or an organization with the public's interest, and executes a program of action to earn the highest degree of public understanding and appreciation.³

Under those definitions, public relations becomes the *totality of an organization's expressions*. Public relations is not restricted to publicity or advertising, to pamphlets or booklets, to an organization's internal program or to its community planning. It is all of these and more.

Public relations begins with the day-to-day relationships of the organization's members, and carries through to the highest policy decisions. It is every contact the organization and its associates have with every "public" including employees, clients, special interest groups, the media and other miscellaneous groups.

Being all these things, public relations becomes both a fascinating and an exasperating task. The possibilities for increased prestige, higher morale, more profitable operation, public understanding and acceptance are numerous. But so are the blind alleys.

It is the function of public relations counselors to develop and assist in the execution of an overall program which will have "direction and purpose." It is the job of the public relations counselor to "eliminate misconceptions and respond to criticism" and define for the various publics the programs, policies and accomplishments of the organization.⁴

There is, of course, an "easy way" to start a public relations program. An organization can initiate publicity or advertising in the metropolitan and community press without knowing precisely the type of information that will be most effective. It can launch an elaborate direct mail campaign, create an institutional advertising program, or begin a plan of civic participation. Any

number of worthwhile projects can be started.

Yet, if these projects do not spring from a clear understanding of the problems that exist, of the objectives sought and of the "publics" involved, they can fail miserably in accomplishing desired objectives. The reason is that this is public relations by hindsight--starting a program, then determining if the program will work. The program may work--eventually. But it is usually the most expensive and wasteful of methods.

The public relations program can take into account the best and most successful programs of other organizations. But it is a definite observation that there is no perfect routine for all. Each organization has its own peculiarities, its own history and traditions, its own specific status in the community and among people. All these must be taken into consideration.

The only accurate method of approach in establishing a public relations program is the "hard" method, one involving a total survey of the needs, objectives and purposes of the organization. The following is part of what a "total survey" would involve:

1. A complete study of the history, its organizational structure and operation of your organization in the region.
2. A study of all those "publics" within the organization's horizon--labor, management, the press, civic leaders, political groups, miscellaneous organizations, the general public and whatever others may exist. The study would attempt to find out the expectations that these "publics" have of your organization.
3. Careful analysis of the logical and emotional reactions of these "publics" to your organization. And, their ideas about your organization.
4. Comprehensive research on the methods now used here and elsewhere to reach each "public."

5. A thorough analysis of your policies, and a careful study of their adaptability to public relations treatment.

All of the information in the research study would be coordinated into the total public relations picture of the situation.

By careful analysis, the public relations program will seek to establish the present day status of the organization among the "publics" surveyed and the reasons for such status. The public relations program will crystallize objectives. It will establish levels against which to measure programs. The public relations programs will analyze the strong and weak points of the situation--those policies and procedures which can gain acceptance, those which are vulnerable to attack. The public relations program will outline the size of the public relations job ahead--and what is necessary to tackle the problem intelligently and to realize worthwhile objectives.

Experience has proven the necessity of public relations action based on expert and careful advance appraisal. Random shots in the dark or half-light only occasionally find their mark.

A solid program of communication can be built once the principles and practices of good public relations have been effectively implemented. The practice of good public relations involves adhering to a four-step process geared to bring about a harmonious adjustment between an organization and its publics. The process involves the following four steps in the problem-solving process:

- (1) Research-listening Probing the opinions, attitudes, and reactions of those concerned with the acts and policies of an organization. In essence asking: "What is the problem?"

- (2) Planning-decision making Bringing these attitudes, opinions, ideas and reactions to bear on the policies and programs of the organization. In essence saying: "Here is what we can do."
- (3) Communication-action Explaining the course of action to all those who may be affected and whose support is essential. In essence saying: "Here is what we are doing as public relations counselors and why."
- (4) Evaluation Evaluation the results of the program and the effectiveness of the techniques used. In essence saying: "How did we do."⁵

Public relations is a diverse field entailing every facet of communication, everything from news releases to membership campaigns., from fund-raising to media conferences. Public relations can be as simple as the way in which the operator greets a caller, or as complex and intricate as winning support of one's "publics" and gaining understanding of a major controversial issue.

Learning how to best use all of the available means of communication is the key to beginning the process of good public relations. Public relations applies to every person, business entity, club, group, association and organization.

Whether we realize it or not, every established group has public relations. The questions are, as noted earlier: Are they good public relations? How can we judge whether or not the organization has good public relations or bad public relations? And, most importantly, what can public relations counselors do to enhance the organization's profile? It is the profile that outlines the organization's practices, policies and programs as they are intended for the public.

Both non-profit and profit-making organizations depend on good public relations with their key "publics" to gain acceptability

of the organization's services, products, policies and purposes. However, the non-profit organization must address itself to several germane negative implications of public opinion toward voluntary organization. Based on a 1972 nationwide Gallup study, the three critical, basic negative attitudes affecting non-profit organizations are (1) the growing cynicism and distrust of all social institutions, (2) the public's ignorance of what voluntary organizations do, and (3) the prevalent belief that voluntary organizations should be providing help-oriented programs.⁶

Although the number of counselors in the non-profit sector is small when compared with the number of those in the profit sector, the practice of public relations in health and social welfare is substantial, growing and challenging. The Commission on Private Philanthropy and Public Needs (also known as the Filer Commission) maintains that there may be as many as six million private organizations in America's voluntary forces, including 350,000 religious organizations, 37,000 human services organizations, 6,000 museums, 1,500 colleges and universities, 4,600 secondary schools, 3,500 hospitals, 5,500 private libraries and 1,100 symphony orchestras.⁷

CHAPTER THREE: A FORMULA FOR PUBLIC RELATIONS

Noted communicator and public relations authority Alfred Fleishman, chairman emeritus of Fleishman-Hillard, Inc., has developed a comprehensive and practical definition of public relations.

It is a simple equation that illustrates the relationship between the functions of an organization and its external performances as perceived by the public. The equation reflects the goals of public relations.

The equation is as follows:

X Plus Y EQUALS Z

The properties given to X, Y and Z are:

X = GOOD PERFORMANCE

Performance is the many activities, policies and events that your organization carries out. It is the achievements and practices that make your organization work. Non-profit organizations are chartered to serve in the interest of the public. They exist solely as a benefit to the community and for the good of the people. How does your organization perform in the interest of the people? Some organizations host an annual event to benefit needy children such as an "open house," or raise money for specific causes. Other organizations assist the public by providing information that is helpful to the public, such as the hazards of smoking or how to detect cancer. And, some organizations are dedicated to the public's best interest by being devoted to developing research. The American Heart Association and the Easter Society are two such examples. Other organizations serve the public by offering services which enhance the educational, mental or spiritual

development of the public. The public must be aware of these services if they are to utilize and support them. Performance is what your organization is doing to benefit the public.

Y = THE PROCESS OF COMMUNICATION OR TELLING OF THE PERFORMANCE--GAINING PUBLIC UNDERSTANDING AND GETTING CREDIT FOR IT.

The second variable in our message is communication. What is it that we want to communicate and to whom? The message we communicate to the public must clearly interpret the programs, policies and activities of the organization. In public relations, we must recognize the need to tell our story about the performances of our organization. The message your "public" receives is just as important as to whom it receives it. Non-profit organizations seek financial and volunteer support and their performances are a great way to illustrate the work of the organization. Performances not only apply to how such characteristics as citizenship and leadership can be molded into concrete examples by hosting civic day events, but performances also apply to the daily practices, and policies that are reflected in the organization's operation. Demonstrating your organization's worth is what it is all about. By telling the public about your organization's accomplishments, achievements and activities, the public becomes familiar with the organization.

Z = GOOD PUBLIC RELATIONS

Good public relations results from the combination of solid performances of an organization and effective communication. It is gaining the public's acceptance and appreciation of the organization.

Good public relations is good performance that has been effectively communicated and is publicly appreciated. The performance of your organization is not just a matter of publicity or propaganda or fancy talk. You cannot achieve good employee relations unless your relationship with employees is based upon fair wages, good working conditions, and other practices. By the same token, you cannot achieve

good customer relations unless they are based upon good service and good products. You cannot achieve good stockholder relations with a fancy annual report if your operation is shaky. Good public relations is being good--and getting credit for it.

Just as it is important to do the right thing, it is important to communicate this and gain public appreciation, understanding and knowledge of that performance. This is the process of communication. Many people think of it as publicity, but that by no means begins to describe it fully. Communication is telling people about what you do and how you do it is important. It is earned recognition.

Good performance plus good communication equals good public relations!

CHAPTER FOUR: PERFORMANCE AND PUBLIC RELATIONS

The ability of the organization to interpret and explain its goals and purposes is a prime objective upon which the success of the organization depends. The organization must demonstrate to its supporters how the organization fulfills its founding principles. Non-profit organizations are chartered to serve in the interest of the public. These organizations exist solely for the betterment of the community and of its citizens, by fulfilling specific needs with the performances of the organization.

However, before the public can support an organization, it must first have an understanding and appreciation of what the organization is all about. How does the organization serve in the overall interest of the people? What programs, activities, events and other endeavors does the organization sponsor? Community affairs is no longer just a department title in most organizations. It is an entity vital to the success of the organization. It provides opportunities for the public to see the organization in action, to learn about its fundamentals and how it betters the community, its members and other "publics." Earning public appreciation and support is critical to the existence of the organization. Just as the needs and "publics" of various organizations are different, so are the differences between non-profit and profit-making organizations. The non-profit organization is faced with the challenge of gaining support while the profit-making organizations are finding

that profit is no longer the only measure of corporate success.

Profit-making organizations no longer exist solely to provide jobs, produce goods and pay taxes. The public expects more. The public is concerned with the company's awareness and acceptance of its social and moral responsibilities. An organization must stay on top of social trends in the same way that it must attend to its needs for raw materials.

The organization's performance forms a profile by which the public evaluates the worthiness of the organization. It is the responsibility of the conscientious public relations counselor to heighten the awareness and worthiness of the organization in the public's estimation.

CHAPTER FIVE: GOOD PUBLIC RELATIONS

Good public relations results from the combination of solid performances of an organization and effective communication. It is the process of gaining the public's acceptance and appreciation of the organization.

Just as an organization has public relations, so do individuals. Human relations is the aspect of public relations which deals with the way people treat each other, the relationships that they establish with each other. It is the language they use; it is the combination of the many attitudes and expressions they exchange with each other.

Human relations is a very large part of public relations. The most magnificent, detailed, well-thought out and planned public relations programs can fail miserably upon a solid foundation of sound human relations. The relationship the public relations counselor has with his fellow associates, employees, clients and others, must be based upon the practices of sound human relations.

The practice of human relations is important in every phase of public relations. The most effective public relations programs, promotions and other public relations activities may look good on paper but where they fail most often is on the human level.

There are several basic principles of good human relations that are important in achieving a good public relations program. Among them are the four principles listed on the following pages.

- * Courtesy first. Courtesy is very essential. Remember the importance of greeting people, the "hello's," the "good-bye's," and "thank-you's," and the expressions of congratulations must be observed. These things are often overlooked but are really essential.
- * Secondly, a cardinal principle to remember in human relations is that everybody likes to feel like somebody. People who feel that they and their services are wanted usually also want to do their best.
- * Thirdly, people do things for people they like. An example of this is the employee who is asked to work overtime in an emergency situation or to do a special job or make a greater effort. In essence, human relations emphasizes the practicing of the golden rule--treating people like you'd like to be treated.
- * And fourth, some human behavior can be predicted. For instance, a hostile approach begets a hostile response. Tactfulness and thoughtfulness are two basic tenets of the principle of human relations.

The relationship the public relations counselor has with the editor of a newspaper is a prime example of the need for human relations in the field of public relations. Editors appreciate the public relations professional who is not only dependable and professional in his work but who is courteous and thoughtful. The professional who goes the extra mile to demonstrate his concern for that extra special favor will be remembered by the editor.

It never hurts to show your concern to the person or persons who helped to make your organization look good.

There are three main elements of publicity which assist public relations counselors in their efforts of gaining publicity.

These elements are:

1. The ability to provide newsworthy information.
2. The ability to properly prepare news releases and other news related items.
3. The ability to contact the right media person who can use the story.

The following sections will explain how to accomplish each of these objectives.

CHAPTER SIX: A LOOK AT NEWSWORTHY INFORMATION

What is newsworthy information? It is information and facts about the organization. It is a balanced, objective, accurate, concise, clear and up-to-date statement of facts regarding a particular incident or item of importance to readers. Publicity is information--news--which brings a person, place, cause or organization to the attention of the public. Publicity is not an editorial comment on what is happening or what will happen. It is a clear record of the facts, prepared to supply the newsperson with necessary information. Publicity is a basic tool of public relations.

- Publicity is news about people who join the organization, who receive promotions or awards, and who retire after many years of service.
- It is news about upcoming events or special events, sponsored by the organization.
- It is news about an increase in services, it is the introduction of a new service or unusual kind of service
- It is groundbreaking ceremonies, remodeling, change of location, or new items and products for sale.

Publicity encompasses from 60 to 80 percent of a public relations program. Of course, other factors contribute to the total scope of a comprehensive public relations program for an organization, but publicity is a main facet of public relations.

New items such as community relations stories of earned achievements emphasize the worthiness of the organization. Good public relations accompanied by effective publicity pays off in dollars and cents for your organization.

CHAPTER SEVEN: HOW TO PROPERLY PREPARE NEWS RELEASES

Proper preparation of news releases is essential. The competition for an editor's time and attention is as critical as the limited media space available for the placement of news items. Thus, a news release must capture an editor's attention. A well organized news story that has been properly prepared in a journalistic fashion has a greater chance of being read by an editor than a release that has been carelessly prepared and is lacking in accurate and usable information.

What constitutes a well organized and properly prepared news release? The question, "What is the message and purpose of the release?" will serve as a guide to what information the release should contain, and how it should be written. Such a release contains important, accurate facts in an organized format; it is clear, concise and to the point.

First, the public relations counselor should establish the purpose of the release. Is its main purpose to inform, to entertain or to supplement the reader's needs? How will this news item fulfill the needs of an editor? Determine what type of release it is. Is it a release that would qualify as a hard news story--one that contains news of significance, or a soft news story--one that is strong in human interest? Different answers fulfill the needs of different editors.

Second, be selective. Choose only those news items which would make a legitimate news story and be of interest to the editor. The advice offered by newspaper editors in personal interviews was that public relations counselors should be selective in sending out news releases.⁹ Many editors acknowledge the value of news releases, and their necessity, but most agree that public relations counselors can create an overkill. Used discriminately, press releases can be invaluable to the editor. According to one metropolitan daily suburban editor, "press releases are the life-blood of the suburban section of the newspaper."¹⁰ They keep the editor informed about events and activities that are occurring in the community and may put the editor on the trail of a good news or photo story. Newspapers are not staffed with enough personnel to establish a beat for every organization in the city. Editors rely on press releases to keep them informed about new policies, activities, events, etc., that would be of interest to the rest of the community.

Remember that there can be an overkill of news releases. This problem occurs because of the needs of the editor. Public relations counselors must be able to identify the various needs of numerous editors in order to adequately match the needs of the organization with those of the editor. The editor's needs depend upon his specific assignment with the newspaper. Is he a feature editor, photo editor, sports editor, etc.? His needs are determined by his role in the newspaper. Regardless, find out his/her needs! A visit to the editor will often help to determine his/her needs exactly.

Editors are receptive to news tips and appreciate a good

news item, idea or suggestion. But, they do expect the public relations counselor to have completed his homework and know the needs of the department.

Third, a properly prepared press release tells exactly when the event will take place. Telling when it will take place means telling the month of the year, the day of the week and the time of the day.

Fourth, it must tell who is involved. The "who" must be defined. A name, John Smith, is just not enough information. Tell the editor who John Smith is. Is it John A. Smith of a given address? Or John S. Smith, president of Smith and Company? Or John A. Smith, student, Eagle Scout or civic leader? Telling who John A. Smith is adds credence to the subject. How is John A. Smith connected to the news item that the release is about? If there is not a substantial connection, perhaps he is not needed in the release.

Fifth, the press release must tell what the event is about. Is it an educational seminar, an awards banquet or a new program to be implemented by the organization? Is it a promotion or recruitment campaign? Does it have a specific name? Whatever the news item is, it must be defined, clearly, and accurately. After reading it, the reader, whether an editor or an audience (reader) must have a good idea of what it is.

Sixth, where will the event take place? Telling where something will happen means giving the exact location and address. If it is appropriate, the location should include the room number, building location or a specific area. Being precise not only helps to pinpoint the location, but it gives the reader further insights about the

event. The number of people who might attend an event in the community's largest auditorium is very different from the number of people who attend an event in a local church basement.

And finally, the news release must give the why behind the story. Is the event to give some form of recognition, or to offer educational services or will it include active participation by part of the audience?

The physical appearance of the news release is also very important. A busy editor hardly has the time to decipher misspelled words, confusing thoughts or personal editing marks. The typing should only be done on one side of the page at a time and if the story is continued to a second page, it should be clearly indicated. Press releases should be neatly typed on 8½" by 11" white typing paper. The organization's logo should be placed on the paper along with the name and telephone number of a person to contact for additional information. Editors are not opposed to receiving xeroxed copies as long as they are clear and legible.

Unless there is a specific reason why a news release should be published or aired at a certain time, there is no reason to include a release time, in hour and minutes. The news release must always contain the date, but unless there is a specific need to hold the release until a certain time, do not suggest to the editor a time to release the information. An editor is quite capable of judging the timeliness of a story.

It is acceptable for a press release to contain a "FOR IMMEDIATE RELEASE" line in the material. Some releases contain this line on the direct opposite side of the paper as the date. Some releases

contain it along with information about who is submitting the release.

A properly prepared news release must include some form of identification as to who submitted the information. The name of the organization, the person submitting the information, or the person to call for additional information plus the telephone number should be contained in every release. One of the purposes of a press release is to make the editor's job easier by providing him with information.

An editor doesn't have time to look up telephone numbers or people who submit unidentified press releases. Deadlines are a very real part of an editor's day and there is little time to check out evasive leads on a routine story. Besides, there is a tremendous amount of competition for the editor's attention when it comes to seeking publicity about non-profit organizations. There are many organizations pursuing many noteworthy endeavors.

The contents of a news release will, of course, vary with the specifics of the release. However, the inverted pyramid style of news writing is often the most welcomed format as far as editors are concerned. The important facts surrounding the story should be listed first, followed by other pertinent information meaningful to the story.

Perhaps by looking at the contents of the release as if the editor were going to cut it from the bottom up, will indicate the necessity of preparing a clear, concise and informative news release. News releases must be accurate! This includes using the full, legal name of people in the release instead of nicknames.

A word about mistakes. Mistakes will happen. If by chance your release does contain an error, contact the editor immediately.

Tell him about the error, and then issue a corrected press release. As one editor put it, "The accountability of the newspaper is on the line when we run a story from a press release. We want it to be correct."¹¹

It is not an uncommon experience for irate readers to call the newspaper when an event was cancelled or was not held when the paper said that it would be, even if the newspaper had not been aware of a change. Newspaper editors feel responsible for the copy they run, they dislike it when they are held responsible for someone else's mistakes.

CHAPTER EIGHT: PRESS RELEASES MUST BE PLACED

WITH THE PROPER PERSON

There are many editors who work in the media in numerous capacities. There are sports editors, suburban editors and food editors. There are also photo editors, entertainment editors and city desk editors. The news release should be submitted to the department in which it belongs. Sports stories should be sent to the sports editors and financial stories should be sent to financial editors.

While it is a good idea to know who these various editors are, it is not necessary to hand deliver news releases all of the time. Editors work on a deadline and have little time to visit. Public relations counselors should be aware of these deadlines and should never disturb an editor at this time unless it is an emergency. If the editor has a question to ask and a person's name and telephone number are listed on the news release, he will call for further information.

An up-to-date media guide is essential to the public relations professional. It is very important that a release is sent to a specific editor.

Knowing the names and positions of the different editors of the media is as important as meeting deadlines. A complete and detailed media guide that contains current names and positions of editors, various departments, reporters, photographers and other guidelines which

are necessary in the process of disseminating information is a valuable tool to the public relations counselor. Knowing geographic boundaries of the suburban journals and the suburban sections of the dailies, as well as other guidelines that will assist the editor, is helpful. Revisions should be made periodically in order to stay well-informed.

Unless there is a particular reason why a news release would need to go to two different editors at the same newspaper or radio or television station, it should only be placed with one editor. If the story would be of interest to several editors, then it should be noted on the news release that additional copies were sent to other editors.

A media guide is included in the appendix.

April 5, 1977

For more information: John L. Smith
Director of Public Information
Denver Area Council
Boy Scouts of America
1119 Rodeway Blvd.
Denver, Colorado 88987
(O) (212) 889-6543
(H) (212) 887-3245

NEWS RELEASE FROM THE DENVER AREA COUNCIL: SCOUTS WILL HOST
"BACK TO BASICS" CAMPOREE

"Back to Basics," the theme of the 1977 Spring Camporees sponsored by the Denver Area Council, Boy Scouts of America will feature Scoutcraft projects ranging from Back to Basics Cooking, Camping, Rope-and-Knot Relays and the ABC's of Knife and Axe Handling.

Camporees are three day overnight camping experiences emphasizing the teamwork of the patrol method of Scout camping. The patrol method is the unique element of Scouting which teaches boys the values of working together as a team, cooperating and sharing with each other, and developing a sense of pride and loyalty among patrol members. Boy Scout troops and patrols will compete for awards by earning points for the completion of various patrol projects.

(more)

Smith, John
Camporee Release
Page 2
(O) (212) 998-6543
(H) (212) 887-3245

According to James F. Brown, council camping chairman, almost 5,000 Boy Scouts, representing 600 troops, attend camporees each spring. Camporees are held throughout April and May at the Wohl Scout Reservation and the Barksdale Scout Ranch.

The 1977 Spring Camporees will open the weekend of April 27-29.

Additional information concerning camporee registration is available by calling the Boy Scout Service Center at (212) 889-7000.

#

January 26, 1978

For more information: Susan A. Smith
Director of Public Information
Denver Area Council
Boy Scouts of America
1119 Rodeway Blvd.
Denver, Colorado 88987

NEWS RELEASE FROM THE DENVER AREA COUNCIL,
BOY SCOUTS OF AMERICA: SCOUTS TO CELEBRATE 69th
ANNIVERSARY OF SCOUTING

The 69th Anniversary Celebration of Boy Scouting will be marked in the Denver area with religious observances, recognitions, displays at local shopping malls and other special events.

Scout Anniversary Week, a national observance by 418 Scout Councils across the nation, will be celebrated by over 34,000 youth members and 13,000 adult volunteers in the Denver area and 11 surrounding Denver counties, February 3 through 10.

According to Council President James Flesch, president and chief executive officer of Brown Inc., this year's activities will be highlighted by a unique program on Thursday, February 8 which has been officially designated as Boy Scout Citizenship Day. Elected community officials, including the Mayor of Denver, Supervisor of Denver County Council and Comptroller of Denver, and officials representing some 35 municipalities, will host the Scouts for a day. Tom Landry, head coach of the Dallas Cowboys, will address the Boy Scouts and their hosts at a meeting on Thursday evening at Brown World Headquarters.

The Scouting program was founded in 1910 by Lord Baden Powell with the purposes of contributing to the education, leadership

(more)

Smith, Susan
69th Anniversary of Scouting
Page 2
(O) (212) 998-6543
(H) (212) 889-6543

skills, character development, citizenship training and physical and mental fitness of America youth. The Denver Area Council was incorporated in 1913. Currently 831 churches, synagogues, schools, civic organizations, businesses and industries serve sponsoring institutions for some 1400 Cub Scout Packs, Boy Scout Troops and Explorer Posts.

#

CHAPTER NINE: SPEECHES

Speeches are another way of getting the story of your organization before a specific "public." Potential audiences include parent teacher groups, educational and business clubs, and civic organizations. Speaking before a group of people who are vital to the success of your organization is an important job that requires special work.

Some speech-making tips are:

* **PLANNING:**

Have a definite speech in mind. Know the facts that are pertinent to your subject. Choose the main ideas you want to develop and outline the speech accordingly. Rehearse your speech prior to giving it. Test its content on other staff members.

* **AUDIENCE:**

Keep your speech at the interest level of the audience level. Know the kinds of people who make up the audience, the nature of the organizations and if possible, who previous guest speakers were.

* **DETAILS:**

Pay attention to the details, such as when you will be on the program. Report early and become familiar and comfortable with the surroundings.

* DELIVERY:

Have confidence in your speech. Illustrate to your audience that this subject is of importance to them and you are there to give information to them.

* DEVELOPMENT:

State each point clearly and support it with case histories or figures if possible. Quotes or short stories are often supportive.

* CONCLUSION:

When you are winding up your speech, review the main points. Review what you want the audience to know and remember.

Press releases can expand the importance of a speech with a press release that summarizes the main points. Such releases should be distributed to the media at least one day prior to the speech.

CHAPTER TEN: PHOTOGRAPHS

Photographs of the organization's events and activities provide a record of the event and can be useful to editors. Photographs can be taken by the organization's staff photographer, a paid professional that has been hired to photograph the job, or the public relations staff may have to assume the responsibility of shooting the event as well as maintaining an expressive and complete photographic file of the organization. Photographs are very important to the organization's profile. While they are expensive, they can capture the editor's eye. A strategically placed photograph can boost the organization's profile tremendously.

By keeping editors informed in advance, they may assign a photographer to cover an event. If not, the editors may ask that a picture be submitted to them.

When assisting a photographer, a representative from the organization (preferably the public relations professional) should be well-informed about the activity and should be able to guide the photographer to the areas with the greatest photo potential.

Photographers working in the media are trained professionals and can determine a good photo subject. They are competent photo journalists who know what an editor is looking for in terms of a photograph. Photographers know how to make the subject grab the audience's attention. The photographer relies on his own talents to select the photo subject. It is helpful to the photographer if

he knows what is going on--the purpose of the event--so that he may be more precise in his work and not distort the activities. A good public relations professional will be helpful to the photographer and provide him with any identifications or additional information that he may need.

In submitting photographs to the newspaper, all photographs must be identified--everyone in the photo must be named. The order in which the subjects are identified is to be included in parentheses. Is it left to right or front row to back row?

The cutline is a sentence or paragraph located either beneath the photograph or to the side which further describes the situation that is pictured. The cutline tell what happened, who is in the photo and any other pertinent information. Perhaps the subject is the chairman of the event or the first participant of the program that began fifty years ago. It is not necessary to include information that is obvious in these photos. If the reader can see the people are shaking hands, then why repeat this in the cutline? Include some interesting, additional information about the activity or person that is informative and is not clearly depicted in the photograph.

When a photograph is submitted by a public relations professional, it should be taped or glued to the cutline. The editors do not know the board members or members of the organization as well as public relations counselors do. When submitting "head" shots of individuals, it is helpful to affix a label on the back of the photograph naming the person instead of taping or gluing the cutline. All photographs must be identified and if they do not include a cutline, then the names should be located on the back of the photograph.

The creative eye of a photographer is as important as the proper equipment. Posed photos and pasted on smiles fail to excite editors. Pictures which show action, expressions, moods, emotions and uniqueness tell more about the story than lines of copy that explain the event.

CHAPTER ELEVEN: PHOTO MEMORANDA

A general practice of public relations professionals is to request photo coverage of events via a memorandum. The memo, which is shorter, simpler and more direct than a press release, is usually sent to photo assignment editors (at television stations).

Photo memos should be sent only when the public relations professional feels he has a subject which would make for a good photo. The memo alerts the editor that this event may have good photo potential and it informs him about the activity.

A sample memo has been included on the next page. It illustrates an acceptable format by which to request photo coverage. It may appear that some necessary information has been omitted. Quite the contrary, photo memos should contain only the basic facts about the event and about the photo potential.

November 1, 1977

For more information: John L. Smith
 Director of Public Information
 Denver Area Council
 5678 Rodeway Blvd.
 Denver, Colorado 88765

(O) (212) 889-6545
(H) (212) 887-44432

MEMO TO PICTURE DESKS AND NEWS ASSIGNMENT EDITORS

Over 25,000 Cub Scouts, Boy Scouts and Explorers will open the 1977 Boy Scout Circus on November 17 and 18, 7:45 p.m., at the Denverdome, 3500 Space Avenue.

The Circus features then acts ranging from "Cub Cartoon Capers," a salute to the 50th anniversary celebration of Mickey Mouse by one thousand Cub Scouts, to "Camp-O-Neering," where hundreds of Boy Scouts will demonstrate the skills learned in camping and poineering activities.

You are invited to send a photographer or film crew to cover this event.

#

CHAPTER TWELVE: PUBLIC SERVICE ANNOUNCEMENTS

Public service announcements (or public service spots) can be a valuable tool for public relations professionals to work with. Public service announcements, known as PSA's, are carried on the air or in the press, free of charge. They can be printed in the form of a newspaper or magazine format, pre-taped for airing, or they can be a live "voice-over" announcement by an announcer.

Unlike the treatment of commercials, the media does not charge your organization for the time or space used; they render this service as a means of support of your organization and as a service to its readers and listeners. The media is licensed by the Federal Communications Commission, and is required to donate air time and print space in the interest of community service. Of course, the media could not possibly accommodate all of the public service announcement requests, but they must devote some time to them and are required to provide documentation of doing so.

However, it is rare that prime time is used to air public service announcements. In some cases, public service announcements are aired during the time slots in which the station needs to fill a time gap. Most public service announcements end up accompanying the station's sign-on and sign-off time.

Public service announcements come in various times--10 seconds, 20 seconds, 30 seconds and 60 seconds. A 30 second public service announcement is preferred by stations. They are easier to

fit in with the regular programming of the station than a 60 second announcement.

The format of a public service announcement includes three main elements--an attention-getting opener, the message, and the call for action (why the listener should respond or react).

First, your opening line can make or break your public service announcement. It should be a catchy phrase or a statement that will create a sense of curiosity. The listener's attention is critical and the opening of a public service announcement should make him want to hear the rest. Perhaps by opening with a question, a statement of fact or the endorsement of a prominent person will grab the listener's attention.

Second, the message has to have appeal. Notice how often commercials "sell" success, romance or excitement with their product, or how a tune or catchy message will stick with you. A public service announcement can attractively sell an opportunity as well as inform or provide useful information.

Also, find out whom to send your public service announcements to. Know the person's name and make it a point to personally meet him. Know what format the station prefers when trying to get your public service announcement on the air. Do they want a public service announcement in the form of typed copy or a pre-recorded tape? The copy must be timed to the exact second--remember, every second counts.

Often television stations will use a slide with a voice-over format for airing public service announcements. Perhaps the local announcer will read the copy while the slide is aired. If this is the case, then the copy should be typed so that it can be read with

the maximum of ease.

Third, the response or call for action is the purpose of the public service announcement. Do you want your listener to support your organization seeking funds? The command for action is the reason why your public service announcement is on the air.

CHAPTER THIRTEEN: RADIO

TIPS

- * Know the news director or public affairs director of the radio stations in this town. Discuss your ideas for possible public service announcements, appearances on public affairs programs, etc.
- * Submit public service announcement copy to the program director at least two weeks prior to air time.
- * Know the format and audiences of the stations you want to air your public service announcement.
- * Communicate one basic idea in your public service announcement.
- * After you've heard your public service announcement over the air, write a thank you note to the station for the coverage.

January 27, 1978

For more information: John L. Smith
Director of Public Information
Denver Area Council
Boy Scouts of America
1119 Rodeway Blvd.
Denver, Colorado 87876
(O) (212) 876-9089

TIME: 30 seconds

PUBLIC SERVICE ANNOUNCEMENT

Recycling Tires

The Boy Scouts of America are marching to save energy and raise funds for their program. Every year Americans throw away two hundred million used tires. Almost one-half of these can be retreaded with a fraction of the petroleum it takes to make new tires.

There is a shortage of retreadable casings. We'll be doing our part by collecting tires in communitites across America.

You can help by scouting your basement and garage, and if your tires are showing tread bars, it's time to trun them in too.

We'll be keeping those tires from winding up where they don't belong, and the money we'll get will really help.

Call the Boy Scout Service Center at (212) 876-9089

#

CHAPTER FOURTEEN: TOOLS OF COMMUNICATION

In the field of public relations, the public relations counselor utilizes the spoken word, the printed word and the image. He uses three vehicles by which to disseminate his messages--personal contact, controlled media and public media.

The printed word includes a variety of media house publications, booklets, brochures, manuals, letters, bulletins, newsletters, information racks, etc., are just a few that will be highlighted in this section.

A brief description will help to illustrate the needs an organization might have for these tools of communication.

The Printed Word: House Publications

House publications are extremely versatile media which have few characteristics in common. First, they satisfy the desire of an organization to go on record for its own purposes. Secondly, they permit the organization to select its own audience and thirdly, they let the organization express itself on paper, in its own words, without interruption.

According to the late Fred Wittner, publications can be a gross waste of time and money if they do not follow four basic principles. Wittner's suggested principles include:

1. The publication should fill the needs of both the company and those who read it.

2. It should provide useful, meaningful information, not small talk.
3. If distributed externally, it should go to group leaders of the community as well as to customers and prospects.
4. It requires the joint interest and effort of management and its appointed editor or counsel.¹²

The content of house publications differs as much as the format. There are two basic schools of thought which predominate. One is that the content should be what news readers will enjoy and the other is that it should contain information about what the organization wants its readers to know. An example of the former would be news about the readers and the latter news about the organization and its objectives.

House publications also provide an excellent means of feedback. They are an ideal place for surveys to be taken and opinion polls on a variety of issues.

APPENDIX

METRO DAILY NEWSPAPERS

ST. LOUIS POST-DISPATCH 900 North 12th Street 63101 621-1111

Mr. Glenn A. Christopher
Vice President and General Manager
St. Louis Post-Dispatch
900 North 12th Street
St. Louis, Missouri 63101

Mr. Ray Gunter
News Editor
St. Louis Post-Dispatch
900 N. 12th Street
St. Louis, Mo. 63101

Mr. Bruce Sankey
Business/Financial Editor
St. Louis Post-Dispatch
900 N. 12th Street
St. Louis, Mo. 63101

DEADLINES

City Desk - 7:15 a.m. - 9:15 a.m.; 11:00 a.m.; 1:40 p.m.

Sunday - By Friday p.m., Saturday 12:00 noon at latest (earlier in week if possible)

ZONE SECTIONS

<u>Area</u>	<u>Publication</u>	<u>Deadline</u>
South/West North/West	Thursday	Early as possible, but absolutely by noon, day before publication

Zone Sections Editor, Mike Milner

(If you have a story idea, or an event you think merits coverage, send a memo to be city desk, DO NOT CALL.)

ST. LOUIS GLOBE-DEMOCRAT

ST. LOUIS GLOBE-DEMOCRAT 12th and Delmar Boulevards 63101 342-1212

Mr. Bob Blanchard
Business/Financial Editor
St. Louis Globe-Democrat
710 N. 12th Street
St. Louis, Mo. 63101

Mr. Allan Merritt
Asst. Managing Editor/ News
710 N. 12th Street
St. Louis, Mo. 63101

DEADLINES

City Desk - 1 p.m. - Day previous to publication; releases submitted later in the afternoon may miss the first edition and may also miss the later editions because of competition with news from City Hall beats and wire services. This does not apply to "hard" news, important decisions made at meetings, speeches, etc. When in doubt, call the City Editor.

Saturday - (Weekend Edition)
By Thursday p.m. (earlier in week, if possible)

Suburban
Sections

- <u>Area</u>	<u>Publication</u>	<u>Deadlines</u>
West	Monday	Day before at 4:00 p.m. (all)
West	Thursday	
North	Wednesday & Friday	

(If you have a story idea, or an event you think merits coverage, send a memo, to the city desk. DO NOT CALL.)

COMMUNITY/SUBURBAN PAPERS

Mr. Robert Buhman
Publisher
Arcade Publications
8630 St. Charles Rock Rd.
St. Louis, Mo. 63114

Mrs. Mary June Fanetti
Publisher
Bugle
7830 Ivory
St. Louis, Mo. 63111

Mr. Jack O'Brien
Editor
Coseco (Community Service News)
2514 Sutton Ave.
St. Louis, Mo. 63141

Mr. Michael Gothberg
Editor
Clayton Citizen & West County Citizen
P.O. Box 12946
12520 Olive Street Rd.
St. Louis, Mo. 63141

Mr. Robert Lindsey
Editor
Journal Newspapers, Inc.
9320 Lewis and Clark Blvd.
St. Louis, Mo. 63136

Ms. Josephine Rocchio
Editor
Lafayette News
P.O. Box 467
515 Manchester Rd.
Ballwin, Mo. 63011

Mr. Vernon Schertel, Jr.
Editor
Naborhood Link News
416 Lemay Ferry Rd.
St. Louis, Mo. 63125

Mrs. Dulci McCoy
Editor
News Press
10875 Old Halls Ferry Rd.
St. Louis, Mo. 63136

Mr. Deidre Crutchfield
Editor
North Side Community News
5748 Helen Ave.
St. Louis, Mo. 63136

Mr. Eugene Poteat
Editor
2230 N. Waterford
Florissant, Mo. 63032

Mr. Gene Saffern
Editor
St. Louis County Star
11545 St. Charles Rock Rd.
Bridgeton, Mo. 63044

Mr. Jack P. Bender
Editor
South St. Louis County News &
Mid-Town County News
9111 Gravois
St. Louis, Mo. 63123

Mr. Donald Etling
Editor
Suburban Newspapers
7020 Chippewa
St. Louis, Mo. 63119

Ms. Suzanne Goell
Editor
West End Word
4660 Maryland Ave., Suite 15
St. Louis, Mo. 63108

Mill Creek Valley Intelligencer
60 N. Ewing
St. Louis, Mo. 63103

TELEVISION STATIONS

Mr. Fred Burrows
Director of News
KMOX-TV (CBS - Channel 4)
One Memorial Drive
St. Louis, Mo. 63102

Mr. George Noory
News Director
KSDK-TV (NBC - Channel 5)
1111 Olive Street
St. Louis, Mo. 63101

Mr. Rabun Matthews
News Director
KIVI (ABC - Channel 2)
5915 Berthold Avenue
St. Louis, Mo. 63110

Mr. James Wright
News Director
KPLR-TV (Channel 11)
4935 Lindell Blvd.
St. Louis, Mo. 63108

Mr. Kent Westling
News Director
KDNL-TV (Channel 30)
1215 Cole Street
St. Louis, Mo. 63106

Mr. David B. Liroff
Director of Programming
KETC-TV (Channel 9)
6996 Mill brook Blvd.
St. Louis, Mo. 63130

RADIO AM & FM

Mr. John Angelides
Executive News Director
KMOX Radio (1120)
One Memorial Drive
St. Louis, Mo. 63102

Mr. Fred Caesar
News Director
KSD Radio (550)
1111 Olive Street
St. Louis, Mo. 63101

Mr. Dan Stengel
Public Service Director
KSD Radio (550)
1111 Olive Street
St. Louis, Mo. 63101

Mr. Robert R. Lynn
News Director
KXOK Radio (630)
7777 Bonhomme Ave.
St. Louis, Mo. 63105

Mr. Gene Hirsch
News Director
WIL Radio (AM & FM)
300 N. 12th Street
St. Louis, Mo. 63101

Mr. Don Norman
News Director
WEW Radio (770)
1701 S. 8th Street
St. Louis, Mo. 63104

Mr. James Scanlan
News Director
WRTH Radio (590)
Stanley Road
Cottage Hills, Illinois 62018

Missouri Network
217 East McCarthy Street, Suite B
Jefferson City, Mo. 65101
1-634-3317

RADIO - AM

Mr. Wil Hartley
Public Service Director
KATZ (1600)
1139 Olive Street
St. Louis, Mo. 63101

Mr. Denise Funderburk
Public Service Director
KIRL (1460)
Box 1460
St. Charles, Mo. 63301

Ms. Barbara Nelson
News Director
KFUO (850)
801 DeMun Avenue
St. Louis, Mo. 63105

Mr. Thad Shore
News Director
KSTL (690)
814 N. 3rd Street
St. Louis, Mo. 63102

Bernie Harville
General Manager
KXEN (1010)
Box 28
St. Louis, Mo. 63166

Mr. Frank Absher
Public Service & News Director
KADI (AM & FM)
7530 Forsyth Blvd.
St. Louis, Mo. 63105

Mr. Jim Gates
Program Director
WESL (1490)
149 S. 8th Street
East St. Louis, Illinois 62201

Mr. Russ Benson
News Director
WGNU (AM & FM)
92 Maneoki Station Rd.
Granite City, Illinois 62040

Mr. George Ford
Operations Manager
WOKZ (1570)
P.O. Box 615
Alton, Illinois 62002

Mr. David Wright
General Manager
KJCF (1400)
P.O. Box 368
Festus, Mo. 63028

Mr. Jack LaChien
News Director
WIBV (1260)
P.O. Box 91
Belleville, Illinois 62222

Mr. Tom Grady
News Director
WINU (1510)
P.O. Box 303
Highland, Illinois 62249

Mr. Joe Gaeta
News Director
KWRE (730)
P.O. Box 220
Warrenton, Mo. 63383

Mr. Rob Williams
News Director
KWK Radio (1380)
2360 Hampton Ave.
St. Louis, Mo. 63139

FM

Mr. Bo Jagger
News & Program Director
KCFM (93.7s)
532 DeBaliviere Blvd.
St. Louis, Mo. 63112

Mr. Thomas Sanders
Operations Management & Public Service
KEZK (102.5s)
7711 Carondelet Blvd., #304
St. Louis, Mo. 63105

Mr. E. Marion Sherwood
News Director & Public Service Director
KSHE (94.7s)
9434 Watson Rd.
St. Louis, Mo. 63126

Mr. Patrick Murphy
News Director
KSLQ (98.1s)
111 S. Bemiston Ave.
St. Louis, Mo. 63105

Mr. Charles Shield
General Manager
WZEN (11.29)
812 Olive, 3rd Floor, Room 303
St. Louis, Mo. 63101

Mr. Joe Ortwerth
News Editor
KSCF (97.1)
1375 Lafayette
Florissant, Mo. 65031

Mr. Alex Ramirez
Program Director
KKSS (107.7s)
1215 Cole Street
St. Louis, Mo. 63106

Mr. Greg Morgan
Public Service Director
WMRY (101.7s)
9500 West Illinois 15
Belleville, Illinois 62223

Ms. Betty Bassy
Women's Commentator & News Director
WCBW (104.9)
221 Beard Street
Columbia, Illinois 62236

Mr. Don Robertson
News Director
KWMU (90.7s)
University of Missouri-St. Louis
8001 Natural Brider Rd.
St. Louis, Mo. 63121

June Wilson
Faculty Director of Broadcasting
KCLC (89.1)
100 College Street
St. Charles, Mo. 63301

Mr. John Koester
News Director
KCFV (89.5)
Florissant Valley Community College
3400 Pershall Rd.
St. Louis, Mo. 63135

Mr. Fred Criminger
General Manager
WSIE (88.7)
Southern Illinois University
Box 73
Edwardsville, Illinois 62026

Mr. David Kooy
General Manager
KWUR (90.3)
Washington University
St. Louis, Mo. 63130

ETHNIC/RELIGIOUS PUBLICATIONS

Ms. Dorothy Lewis
Editor
East St. Louis Crusader
P.O. Box 38
1106 Missouri Ave.
East St. Louis, Illinois 62202

Ms. A. C. Clay
Editor
Evening Whirl
P.O. Box 5088
St. Louis, Mo. 63115

Mr. Christopher Lee
Editor
JVL News (Jeff-Vander-Lou)
2953 Dr. Martin Luther King Dr.
St. Louis, Mo. 63106

Mr. Clyde C. Jordon
Editor
The Monitor
1501 State Street
E. St. Louis, Illinois 62205

Mr. Vaughn Chapman
Editor
People's Guide
5927 Dr. Martin Luther King Dr.
St. Louis, Mo. 63112

Mrs. Betty Lee
Editor
Proud Magazine
2953 Dr. Martin Luther King Dr.
St. Louis, Mo. 63106

Mr. Bennie G. Rodgers
Editor
St. Louis American
3910 Lindell
St. Louis, Mo. 63108

Mr. Steve Kerris
Editor
The St. Louis Argus
4595 Dr. Martin Luther King Dr.
St. Louis, Mo. 63113

Mr. Michael Williams
Managing Editor
St. Louis Sentinel
3338 Olive Street
St. Louis, Mo. 63103

Mr. Robert A. Cohn
Editor
St. Louis Jewish Light
611 Olive Street
Suite 1541
St. Louis, Mo. 63101

Ms. Kathy Sutin
Editor
Missouri Jewish Post and Opinion
8235 Olive Blvd.
St. Louis, Mo. 63132

Mr. Robert Welzbacher
Managing Editor
The Messenger
224 West Washington Street
P.O. Box S
Belleville, Illinois 62220

Mrs. Marjorie Kaiman
Editor
Respond
4140 Lindell Blvd.
St. Louis, Mo. 63108

Mr. Robert A. Clavenna
Managing Editor
St. Louis Review
462 N. Taylor Ave.
St. Louis, Mo. 63108

Mrs. Nell McDonald
Editor
Interim
1210 Locust Street
St. Louis, Mo. 63103

Ms. Judy K. McMurtry
Editor
St. Louis Lutheran & The Lutheran
Witness
3558 S. Jefferson Ave.
St. Louis, Mo. 63118

Ms. Cathy Lucas
Editor
Mahogany Magazine
4378 Lindell
St. Louis, Mo. 63108

MISC. PUBLICATIONS

(Cont'd.)

Mr. Julian H. Miller, II
Editor
Prom Magazine
212 N. Kingshighway
St. Louis, Mo. 63108

Mr. Dennis Law
Editor
Profile St. Louis
110 S. Central Ave.
St. Louis, Mo. 63105

Ms. Nancy Shryock
Editor
Profile St. Louis
110 S. Central Ave.
St. Louis, Mo. 63105

Mr. Carter Marquess
Editor
Profile St. Louis
110 S. Central Ave.
St. Louis, Mo. 63105

Mr. Doug Deubel
Editor
Midwest Real Estate Marketer
1000 Lake Saint Louis Blvd., Suite 217
Lake Saint Louis, Mo. 63367

Mr. Donald Spaid
Director
Community Development Agency
Suite 1201
1015 Locust
St. Louis, Mo. 63101

Mr. James V. Swift
Business Manager
The Waterways Journal
319 N. 4th Street
St. Louis, Mo. 63102

MISC. PUBLICATIONS

(Cont'd.)

Mr. Terry Dunning
Editor
Cherry Diamond
Missouri Athletic Club
405 Washington Ave.
St. Louis, Mo. 63102

Mr. Don Herrmann
Editor
The Coffee Break
10 S. Brentwood Blvd.
Suite 418
St. Louis, Mo. 63105

Ms. Trudy Smith
Editor
Community Voice
P.O. Box 476
607 N. Grand Blvd.
St. Louis, Mo. 63166

Ms. Betty Mathews
Editor
The Downtowner
P.O. Box 986
510 N. 11th Street
St. Louis, Mo. 63101

Mr. Edward A. Ruesing
Editor
Inside Downtown
c/o Downtown St. Louis, Inc.
705 Olive Bldg.
Room 815
St. Louis, Mo. 63101

Mr. Terry Grotpeter
Editor
Key Magazine
10285 Bach Blvd.
St. Louis, Mo. 63132

Rosemary McKelvey
Editor
Mid-Continent Banker
408 Olive St.
St. Louis, Mo. 63102

Mr. Martin Quigley
Editor
Midwest Motorist
c/o Automobile Club of Missouri
201 Progress Parkway
Maryland Heights, Mo. 63043

Mr. Bill Kelsay
Director of Communications
Missouri Economic News
c/o MO. Division of Commerce
and Industrial Development
P.O. Box 118
Jefferson City, Mo. 65102

Mr. Steve Kappler
Editor
Missouri Loves Company
Missouri Division of Tourism
P.O. Box 1055
Jefferson City, Mo. 65101

Ms. Mary Huss
Editor
The Riverfront Times
915 Olive
St. Louis, Mo. 63101

Mr. Jim Swinford
Editor
St. Louis Home/Garden
10300 Watson Rd.
St. Louis, Mo. 63127

Libby Ferguson
Editor - In - Chief
St. Louis Magazine
7110 Oakland Ave.
St. Louis, Mo. 63117

Mr. Hal Townshend
Editor
Social Singles
#3 Crossbow Court
St. Louis, Mo. 63114

Mr. Carl Blandford
Editor
Travelhost
10284 Page Blvd.
St. Louis, Mo. 63132

Mr. Mari Edlin
Editor
Where Magazine
1750 S. Brentwood Blvd.
Suite 606
St. Louis, Mo. 63144

LEGAL PUBLICATIONS

Mr. Jay C. Sewell
Editor
St. Louis Countian
8003 Forsyth Blvd.
St. Louis, Mo. 63105

Mr. Jay C. Sewell
Editor
St. Louis Daily Record
4356 Duncan Ave.
St. Louis, Mo. 63110

LABOR/CONSTRUCTION PUBLICATIONS

Mr. Richard Abney
Editor
Construction Digest (West Edition)
15279 Signal Knob Court
Chesterfield, Mo. 63017

Mr. Gus Lumpe
Editor
Missouri Teamster
300 S. Grand Blvd.
St. Louis, Mo. 63103

Mr. Thomas J. Finan
Editor
St. Louis Construction News & Review
8460 Watson Road
St. Louis, Mo. 63119

Mr. Jim Templeton
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St. Louis Labor Tribune
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SUGGESTED PUBLICITY PLAN
FOR A TYPICAL MEDIA EVENT

Suggested Activity

Timetable

- A. Release news story announcing formation of steering committee. Name members, purposes and objectives of the committee.
- B. Develop logo and theme for the committee. Develop motto for committee.
- C. Produce public service announcements for print and electronic media (focus could be on successful case testimonies, endorsement by a particular committee member or a celebrity).
- D. Information kit on committee and how it works with and for the community. This would be distributed to the media for a reference and informational tool.
- E. Feature stories in various sections of the printed media.
- F. Feature story in miscellaneous publications such as the St. Louis Commerce Magazine, St. Louis Illustrated, etc.
- G. Ongoing distribution of press releases, up-to-date information on progress of campaign, etc.
- H. Editorials on radio and television which endorse efforts of the committee.
- I. Guest appearances on programs such as "At Your Service," "Morning Magazine," etc.
- J. News clips on television programs such as Newsbeat might carry a feature as well as being the subject of a special report on regular newscast.

SURVEY FOR PUBLIC RELATIONS PROFESSIONALS

1. What is public relations as you see it in your organization?
2. Does your organization have a well-defined public relations program?
3. How do members of your organization view the public relations function in your organization?
4. Describe your organization's external public relations program.
5. Is it important for your organization to have a professional public relations person on staff?
6. What is your status as a public relations professional? Professional, volunteer, etc?
7. Is there an in-house publication in your organization? What is the function of the publication?
8. How do you approach the editor of a weekly journal newspaper for coverage on a specific event or activity?
9. How do you secure a photographer from the newspaper to cover an event or activity?
10. What basic information is mandatory in your organization's press releases?

11. Please outline your public relations program, i.e., regular activities and policies.
12. Does your public relations program sell the organization only or does it also promote the community?
13. What is the size of your public relations budget?
14. Does your organization depend on natural news or does it make its own news?
15. What advertising and publicity media are used?
16. Does your organization keep and use a review scrapbook?
17. What is the general philosophy in regards to public relations in your organization?
18. Are there any public relations policy committees in your organization? If so, what is their function? Does the committee function to make your job easier?

RESULTS OF THE PUBLIC RELATIONS SURVEY

Much of the information in this handbook was derived from a survey of public relations professionals currently employed in the field of public relations.

The questionnaire, included in this appendix, was designed to seek out the practices and procedures that have been successfully executed by public relations professionals. Persons surveyed included public relations professionals in non-profit organizations as well as in profit-making organizations such as corporations.

Inasmuch as the responses to the questionnaire varied, an established pattern of acceptable practices and procedures became apparent in the successful professional.

A few examples are listed below.

The response to the question: "What is public relations as you see it in your organization?," included comments which defined public relations as having two functions. One function is to serve as the organization's eyes and ears for public and employee attitudes. The second function of public relations was described as the means by which the organization is defined to the rest of the world. The public relations function would recommend and implement programs to inform "key" publics of goals of an organization. Goals of the organization may vary, along with the methods of communication, but the function of reaching the vital "publics" remain the same. Several quotes reflect the many ways in which the function of public relations are served.

"Public relations informs the community of services offered by the organization and reflects the organization's positions on issues which affect people."

"Public relations is media contacts, special events, external and internal publications and hundreds of other things."

"Public relations is recruiting, maintaining goodwill with area citizens, and lobbying for appropriate increases."

"Public relations builds bridges of understanding throughout the community."

"Public relations is a means by which to gain publicity and recognition for events and programs of the agency, a board-staff liason, general coordinator."

"Public relations is complete professionalism (no operating re-treads in public relations) and strict adherence to the Public Relations Society of America code of ethics."

AN EDITOR'S 10
PR COMMANDMENTS

1. Always identify individual photographs when submitted so that recipient does not play "Editor's Bingo" in guessing who's who. Only send photos of people involved, not the person making announcement. In group shots, indicate individual identifications as "left to right, standing, " etc.
2. Do not fold, staple, crease or otherwise mutilate photos nor write on front or back with a heavy hand, thereby damaging the photo.
3. Know the publications to whom you send material so that you do not waste your company's money or the editor's time. Don't develop a reputation for sending out worthless material or your important releases may one day be overlooked and consigned to file 13.
4. Always provide needed information such as: company's name and address (not just the public relations or ad agency's name and address); retail price or cost of the product so that the reader can evaluate its appeal and marketability, etc. Just the facts, no puffery.
5. Do not send too many releases at one time and then complain that the publication did not select "the most important." If one is most important from a product, marketing, design or production standpoint, send that separately or identify it properly. It is really best to space out releases. Few publications maintain files to "space out" releases since they receive hundred each week.
6. Be brief and provide a summary of the release so that it can be judged quickly (and properly) and written efficiently by someone not an expert in your field. Complete information can be briefly stated without reams of company history!
7. Do not confuse trade magazine with Playboy, etc., and scantily dressed models. Not that editors don't like to look at pretty girls, but frequently they choose not to use a picture if models are too obviously selected to trap the viewer with blatant sex appeal.
8. Be careful when placing logotype, model number, etc. on photos, so that it can be cropped off without destroying the product image. Providing this information in a corner of the photo may solve your product or brand identification problem. Otherwise, your photo may not be used at all.
9. Remember the timing of magazine publishing and do not send out releases a week or so before a promotion takes place, expecting

it to be used "in time." You should not ask a publication to run a new product or display item before you are in production and/or your sales organization has told the trade about it in regular personal calls.

10. Do not threaten the editor with loss of advertising if he does not run your items, or bait him with promises of advertising if he does.

These do's and don'ts were provided by the editors of "Hardware Retailing" magazine.

A look at the origins of public relations can help provide an insight to the direction, purposes, strengths and weaknesses that have evolved. In general, the history of public relations is perceived by many as a field that developed from press-agentry and is earmarked with a few interesting personalities and novelty ideas. However, the full scope of public relations encompasses several decades of efforts to communicate. There are many complex factors which induced the beginnings of public relations. While certainly the role of press agentry and the careers of such pacesetters as Ivy Lee or John W. Hill were major contributing factors to the evolution of public relations, a much broader perspective of the field will reveal many additional contributing factors which has a significant impact upon the development of it. Perhaps the most significant factor is that the effort to communicate with others and to deal with the force of public opinion dates back to antiquity. In actuality, it is only the tools, the degree of specialization, breadth of knowledge, and the intensity of effort required today that is new.¹ The growth of the field has spanned many decades and entails a multitude of complex factors which assisted in its origin and development.

Greek theorists wrote about the importance of public will, a forerunner of the term "public opinion." The Romans were noted for their inscription of the slogan, "S.P.Q.R.-the Senate and the Roman People" upon their walls. Even the earliest civilizations utilized the

communication of information to influence viewpoints or actions. Archeologists can document one of the first farm bulletins that told farmers in Iraq in 1800 B.C. how to sow crops and irrigate the land, not unlike the Department of Agriculture bulletins of today. The history of ancient India illustrates the use of public relations by Kings who employed spies. Their functions included, among other things, keeping the king in touch with public opinion and spreading favorable rumors about the government.² The seventeenth century brought about the word propoganda by Catholic Church as it set up its *Congregatio de propogand*, "Congregation for propogating the faith."

The struggle for power between the patriots and Tories in the American Revolution begins the story of public relations in America. It is essential that the origins and practices of public relations be examined in their natural social and historical setting to obtain a clear understanding of its inception.

For America, the utilization of publicity to raise funds, promote causes, boost commercial ventures, sell land and build box-office personalities dates back to the first settlement in the sixteenth century. In 1641, Harvard College instituted the first brochure in a fund-raising drive, the *New England's First Fruits*.³

The importance of public support has long been an important role in political conflict. The Revolutionary War and the work of Samuel Adams and his cohorts were among the first to utilize the tools and techniques of public relations. An illustration of the public relations techniques employed by Adams will hopefully highlight the shaping of

(3)

public relations as we know it today. In the revolt against England, Samuel Adams and fellow propagandists operated in secret and developed and demonstrated the power of such public relations techniques as those listed below.

- (1.) The necessity of an organization to implement actions made possible by a public relations campaign-e.g., the Sons of Liberty, organized in Boston in January 1766, and the Committee of Correspondence, also born in Boston in 1772.⁴
- (2.) The use of symbols that are easily identifiable and emotion-arousing-e.g.-the Liberty Tree.
- (3.) The use of slogans that compress complex issues into easy-to-quote, easy to remember stereotypes-e.g., "Taxation without representation is tyranny."
- (4.) Staged events that catch public attention, provoke discussion, and thus crystallize unstructured public opinion-e.g., the Boston Tea Party.⁵
- (5.) The importance of getting your side of a story to the public first, so that your interpretation of events becomes the accepted one-e.g., the Boston Massacre.⁶
- (6.) The necessity for a sustained saturation campaign using these techniques through all available channels of communication to penetrate the public mind with a new idea or a new conviction.

Known as "history's finest public relations job, " by historian Allen Nevins, *The Federalist* urged the ratification of the U. S. Constitution. Nevins wrote, "Obtaining natural acceptance of the Constitution was essentially a public relations exercise, and Hamilton, with his keen instinct for public relations, took thought not only to the product but to the ready acquiescence of thoughtful people; and he imparted his views to others...Once the Constitution came before the country, the rapidity with which Hamilton moved was a striking exemplification of

good public relations. He knew that if a vacuum developed in popular opinion, ignorant and foolish views will fill it. No time must be lost in providing accurate facts and sound ideas.⁷

Andrew Jackson and Amos Kendall mark the country's first public presidential campaign and the presidential press secretary's function. Kendall, a skilled communicator would serve as Jackson's pollster, counselor, ghost writer and publicist. He was a specialist at conveying Jackson's ideas to the public and Congress. The political battle with Jackson and bank president Nicholas Biddle brought about banks as the first businesses to use the press to influence public opinion. Loans to editors and advertisements in newspapers were common during this political struggle.

Since there was no mass communication on a national basis and group relationships were simple in the nineteenth century, there was little incentive for the development of public relations during this time. However, advertising, press agency and a concern on behalf of businessmen and reformers were the three elements which formed the new compound of public relations in the twentieth century.⁸

Press agency is the term most often affiliated with public relations as it was widely used to promote land settlement in the West, most notably the legend of Daniel Boone. The impact of Phinas T. Barnum is still evident today in public relations, especially in the theaters. Barnum's showmanship enabled him to give the masses what they wanted—a most important point! After Barnum's exposure, the "showman" could be found in almost every type of enterprise that needed to attract the

public's attention. Consequently, as the press agency grew in numbers and were more outrageous in their exploits, the public became suspicious of their efforts. Even today, public relations is still regarded in a skeptical manner by some.

The Tilden-Hayes presidential campaign of 1876 saw the introduction of campaign literature on a mass scale and the increased use of newspapers in political battles. Improved technology such as printing machines, the Linotype and an abundance of paper were definite contributions to the implementation of public relations on a mass scale. The press bureau, which is a standard in all political campaigns today, started out as a "literary bureau" to "educate" new immigrants. In 1888 the "front-porch campaign" allowed supporters to gather at the "front-porch" of a speaker's home and hear his speech. The Bryan-McKinley campaign of 1896 first used the modern political campaigning method which set a pattern for sixty years. A Chicago headquarters served both parties with a continuous flow of pamphlets, posters, press releases and other tools. By 1900, the public relations practices function was to manage the political press bureau on national and state level.

It was 1892 that the prevailing hard-bitten attitudes of businessmen toward the public were brought to the surface in the attempt by Henry Clay Frick to crush the labor union. After much brutality and killings, the employee's strike was broken by state militia and, according to historian Merle Curti, "Corporations gradually began to realize the importance of combatting hostility and courting the public favor." In 1889, the first corporate public relations department was established by George Westinghouse for his new electricity corporation. The famous

"battle of the currents" between Edison General Electric Company and Westinghouse enabled a Pittsburgh newspaperman to deal with the press because Westinghouse did not have time to, like most of today's chief executive officers.⁹

PUBLIC RELATIONS AND THE ENVIRONMENT

Ecology is a word that we hear a lot of today, and there is a unique application of it to the purposes and functions of public relations. Essentially, ecology related to public relations because it deals with the interrelationships of the environment and human institutions as they relate to society. Once society has defined its needs, the organization must adapt to many, ongoing changes. The necessity of public relations becomes more obvious at this point as it can assist in meeting those ever reoccurring changes. An organization is dependent upon the environment for many things such as employees and society's rules and regulations. Hence, a dependency develops and there is a loss of autonomy which sometimes restrains the organization from growing and having the necessary freedom to progress. The role of public relations is to gain the necessary freedom for the organization through mutual understanding and cooperation with constituents of the organization and the general public. Scott M. Cutlip and Allan H. Center cite three necessary rules for providing public enterprise--whether non-profit or profit making--with the independence and autonomy they need to prosper and endure change. They are: (1) to accept the public responsibility imposed by increasingly interdependent society, (2) to communicate, despite multiplying barriers, with publics that are physically distant and psychologically diversified, and (3) achieve integration into

the total community that it was created to serve. In point one (1), Center and Cutlip found the source of public relations thinking in management enterprise. In point two (2), they found the reason for the growth of public relations as a specialized staff function. In point three (3), they found the objective of both the management philosophy and the specialized practice. An example which highlights the environmental context that defines problems and establishes the essentiality of the staff management of public relations is the problem of drug abuse. Since it is a serious problem, one way of remedying the situation is to establish drug abuse treatment centers in local neighborhoods. However, selection of the neighborhood may bring protests on part of neighborhood residents. Gaining neighborhood acceptance and public funding of such a facility serves as an example of the necessity to look at the relationship of the practice of public relations to its environment.

Perhaps a look at the basic trends in society that produce change, the relevant consequences of these trends and how these consequences manifest themselves in society, will enhance our insight of public relations and its environment.

The seven trends which produce change include the world population explosion, urbanization, the scientific explosion, segregation and automation of work, the education explosion and social revolution and the running of industries by managers instead of owners. A brief explanation of these trends will lead to a clearer understanding of the consequences of these changes, and finally how these consequences manifest themselves.

In reference to the world population explosion, it is anticipated that the political struggle over food, income and wealth will be intensified on both a national and international level in the upcoming years because of a 5 billion population projection by 1989. What is even more startling is that more than 90 percent of this growth is to take place in the less-developed countries. In the U.S. alone, the population passed the 200-million mark in 1968 and is expected to reach 248 million in 1985, and 300 million by the year 2000. Also, predictions tell us that there will be substantial shifts in population. Such shifts, according to Center and Cutlip, will require a revised definition of target publics. For example, persons under 15, who now make up roughly 30 percent of the population figures, will rise from 61 to over 63 percent by then. Those persons 65 years of age and over will increase from 19 million to 25 million, remaining at ninety-four percent of the total.

Today, two-thirds of all Americans live in urban areas. Sociologist Raymond Mack estimates that "if the present rate of urbanization continues until the year 2050, more than 90 percent of the world's people will live in cities of 20,000 or more."¹⁰ Some 71 million people reside in the nation's suburbs according to the U.S. Census, making it the largest sector of the population. The "white flight" from the central cities in the nation's metropolitan areas in 1974 left huge problems in financial matters, municipal government, welfare, education and transportation. Critiquing the problems of the cities, historian Theodore White said, "The cities of America are where the crisis of American civilization is happening. If the cities' problems cannot be solved, then the civilization goes to ruins. The old Liberal Idea of the sixties

has provoked man experimental approaches to city problems--and most failed."¹¹

The scientific explosion reveals several enlightening views. Current statistics show that 90 percent of all scientists who ever lived are living today. Just as the principles and organization of the industrial era differed from those of the agricultural era, the scientific explosion poses a new set of concerns. Perhaps the most significant is the revolution in weaponry, the inhumanity of which precludes its use in war because it can obliterate civilization.¹² Also, there is no proof that advances in science and technology are a guarantee of an accompanying improvement in human conditions.

A look at the issue of segregation and the automation of work is best illustrated by the work of John Kenneth Galbraith. In his work, The New Industrial State, published in 1967, he cited six imperatives of new technology. They are: (1) An increasing span of time separating the beginning from the completion of any task; (2) Increase in capital that must be committed to production; (3) Growth in flexibility in commitment of time and money; (4) Requirement of specialized manpower; (5) Increased importance of organization to bring work of specialists to a coherent result and (6) Necessity for planning.¹³ These imperatives highlight the need for a radical change in the current trend of technological developments.

The professional salaried manager, equipped with his staff of specialists is now responsible for the decision and planning management that occurs in most business endeavors. This too presents some very

serious concerns. Ownership of industry is no longer limited to ownership and operation of the individual entrepreneur. The corporation is predominant in today's society and is governed by a few self-serving purposes. According to Galbraith's New Industrial State, "a massive growth in the apparatus of persuasion and exhortation tactics is associated with the sale of goods."¹⁴

Today a college education is not only a social expectation, but a requirement for most and more jobs. This education explosion is "middle-class-izing" our society, increasing the flow of new knowledge and changing people's self-images. A group of opinion leaders polled on this point suggest, "The better educated persons will have more self-respect, will want to be treated more as an individual, will be far less tolerant of authoritarianism and organized restraints, will have a different and higher expectation of what he wants to put into a job and what he wants to get out of it."¹⁵

The best selling book, Future Shock by Alvin Toffler says that at the current rate of change in today's world, millions of average people will face abrupt collision with the future. Therefore, if institutions are to survive in this ever-changing social environment, they must adapt to powerful changing forces. In the "Emerging Public Relations, New Perspectives" published in the May 1974 issue of the Public Relations Journal, George D. Downing says that the public relations practitioner is best suited to "lead the way to new management concepts to compatibly adapt to relevant environments." In essence, if the human race is to survive, it will have to change its way of thinking more in the next 25 years than it has done in the last 25,000.

What are the consequences of these astounding changes? They are many and widespread and encompass several serious ramifications for the field of public relations.

Seven key consequences highlight the state of the environment due to the basic trends of change that were mentioned earlier. First, there is an increased interdependence due to the industrialization of almost every facet of civilization. Most of all, the components of civilization are interrelated and interdependent upon one another. It is virtually impossible to bring about a change and not to expect many groups, factors or other criteria to be affected by these changes. And these changes extend nationwide as well as worldwide. All of the basic phenomenon of survival ranging from the use of electricity to conveniences that we take for granted--such as plastic bags--create certain repercussions. It is essential that all facets of civilization be responsible to all components of civilization.

Secondly, public opinion certainly has an impact upon the state of the environment. Organization and protest is one of the many ways in which the citizen has to voice an opinion which could ultimately shape his destiny. There are several factors which contribute to the power of public opinion. For example, today there is a larger population of young people who are known for their active participation. Also, people are better educated and being so, they are more likely to do something about the normal run of things if they are not particularly happy with them. Next, news travels faster than before and instant coverage not only allows for all concerned to be notified, but the impact of creating media events can be observed by the world. Organizations no longer

consist as lone entities but have spread to encompass local chapters in various cities. Public opinion can make a dramatic difference and Daniel Bell, sums the power of public opinion in his book, *The Cultural Contractions of Capitalism*, this way, "We have become, for the first time, a national society. . . in which crucial decisions affecting all parts of the society simultaneously...are made by government, rather than through the market: in addition, we have become a communal society, in which many more groups now seek to establish their social rights--their claims on society--through the political order: and third, with our increasing 'future orientation' government will necessarily have to do more planning."¹⁶

Not only is there a growth of the impact of public opinion, but there is a tremendous escalation in competition for attention. Trying to convince or persuade a cause or client for the purposes of winning an issue, requires the combined efforts of communication, persuasion or adjustment on behalf of the public relations practitioner. Today's citizens are armed with ample access to information, education and along with the ability to organize, can create a considerable impact upon public issues.

Although the citizen is affected by all of the ongoing interrelationships of institutions, there is still the threat of being removed from the source of power. Not only does this cause the feeling of being overwhelmed but also creates a mistrust of most institutions because of their inability to be managed. Public relations can be very instrumental in affirming the citizen's sense of belonging by developing lines of communication between the organization/institution and the public.

Technology has accelerated both the improvements of the American way of living as well as the number of adjustments that must be made

in coping with the advances of technology. The cultural and social lag caused by man's inability to adjust to such extreme advanced technology is of concern to all. This dilemma is compounded by the swiftness of the changes. A smaller and smaller time frame appears to be the course of action for newer developments. Since it is almost impossible to keep abreast of the fast changes, the functions of public relations can effectively serve the needs of winning acceptance of new ideas, new products and new ways of doing things and the need to improve the harsh consequence of change.

The impact of specialists creates several very unique aspects of communication. While there exists specialists for virtually every field of endeavor, there also exist a communication barrier due to the unique language of each specialist. Public relations practitioners can serve as translators of the specialist's jargon and effectively communicate ideas and programs. Stanley Kelley, Jr., wrote, "It is based on a solid demand-more than anything else, public relations as an occupation owes its existence to the growth of the mass media of communication for propaganda purposes. Politicians and interest groups have found it exceedingly complex problems to use them in such a way as to receive wide circulation for a point of view."¹⁷

Even though we are the recipients of ultra-sophiscated communication accomplishments, we are still confronted with a paradox of our ability to communicate effectively. An example in today's media concerning the world crisis can illustrate our inability to communicate among nations, yet we can send televised pictures back to earth from the moon. Thus, there is an urgent need for the communication specialist who is capable of interpreting the publics to an institution's managers and in turn,

interpreting the constituency to its publics. In essence, the public relations practitioner becomes the interpreter of the complexities of an organization and of the environment in which it will prosper or perish.

FOOTNOTES

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⁹Forrest McDonald, Insull (Chicago: University of Chicago Press, 1962), pp 44-45.

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¹¹Theodore White, The Making of the President 1972 (New York: Atheneum, 1973), p. 39.

¹²Allen H. Center and Scott M. Cutlip, Effective Public Relations 5th ed. (Englewood Cliffs, N.J.: Prentice-Hall, Inc.), p 99.

¹³John Kenneth Galbraith, "The Imperatives of Technology," in The New Industrial State (Boston: Houghton Mifflin, 1967).

¹⁴Galbraith, The New Industrial State, p. 3.

¹⁵Center and Cutlip, Effective Public Relations, p. 100.

¹⁶Daniel Bell, The Cultural Contradictions of Capitalism
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¹⁷Stanley Kelley, Jr., Professional Public Relations and
Political Power (Baltimore: John Hopkins Press, 1956), p. 202.