CONTENTS

PREFACE v

PART I The Nature of Public Relations 1

1 THE CONCEPT OF PUBLIC RELATIONS 3

Seeking Professional Status 4 • What PR Is . . . and Isn't 4 • Using Social Science Concepts 5 • Integrating Theory and Practice 6

DEFINING PUBLIC RELATIONS 6

Focus on Management 6 • Need for Mutual Understanding 7

PUBLIC RELATIONS AS AN ORGANIZATIONAL SUBSYSTEM 8
A "System" Focus 8 • The Consequences of Behavior 9 •
The Utility of a Model 11

NOTES 11 · ADDITIONAL READING 12

2 ORIGINS AND CONTEMPORARY STRUCTURE OF PUBLIC RELATIONS 13

Looking for Models 13

PUBLIC RELATIONS-LIKE ACTIVITIES IN HISTORY 14

Public Relations in Ancient Times 15 . The Effect of Printing 16 .

Public Relations in the American Revolution 17 .

Public Relations in the New Land 18 · Amos Kendall in the Jackson White House 20

FOUR PUBLIC RELATIONS MODELS IN THEORY AND PRACTICE 21

Purpose of Public Relations 21 . The Nature of Communication 23 .

Diagrams of Communication Models 24 .

Research Activities in the Four Models 24 . The Four Models in History 25 .

The Four Models in Practice Today 25

HISTORICAL ORIGINS OF THE FOUR MODELS 27

The Press Agentry/Publicity Model 27 • The Public-Information Model 30 •

The Two-Way Asymmetric Model 37 • The Two-Way Symmetric Model 42

A CONTINGENCY VIEW OF THE FOUR MODELS 44

NOTES 44 · ADDITIONAL READING 46

3 PUBLIC RELATIONS AND PUBLIC RESPONSIBILITY

Stepping Up the Pressure 47 · Achieving Balanced Communication 48

SOME ISSUES OF PUBLIC RESPONSIBILITY 48

Three-Mile Island 49 . Love Canal 49 . The Infant-Formula Controversy 51 Were These Organizations Irresponsible? 51

WHY BE RESPONSIBLE TO PUBLICS? 52

"Interpenetrating Systems" 53

HOW TO BE RESPONSIBLE TO PUBLICS 53

Categorizing Responsibilities 53 · "Public" versus "Social" Responsibility 58

HOW PR CONTRIBUTES TO ORGANIZATIONAL RESPONSIBILITY 56

Internal Reporting 56 • External Reporting 57

FROM BUSINESS TO ORGANIZATIONAL PUBLIC RESPONSIBILITY 59

NOTES 60 · ADDITIONAL READING 61

4 PROFESSIONALISM IN PUBLIC RELATIONS 62

Wanted: Smooth-Talkers 63 · How PR Specialists Rate 63

THE NATURE OF A PROFESSION 64

Impact of Professionals on Organizations 64 · Characteristics of a Professional 66

VALUES OF PUBLIC RELATIONS PRACTITIONERS 67

Public Relations and Journalism 69

PROFESSIONAL ASSOCIATIONS 70

CODES OF PROFESSIONAL ETHICS 72

Two Basic Principles of Ethics 72 • To Quit . . . or, Blow the Whistle? 73 • Enforcing the Code 73

BODY OF KNOWLEDGE 76

Research or "Anecdotes" 76 • In Search of a Theory 77

PUBLIC RELATIONS EDUCATION 77

Public Relations Curricula 78 • Other Academic "Homes" 80 • Evaluation of PR Education 80 • Continuing Education 81

IS PUBLIC RELATIONS A PROFESSION? 82

NOTES 82 · ADDITIONAL READING 84

PART II Principles of Public Relations Management 87

5 ELEMENTS OF PUBLIC RELATIONS MANAGEMENT 89

"Now It's Your Baby!" 89

PUBLIC RELATIONS ROLES 90

Research on PR Roles 90 . Does the PRSA Schema Really Work? 91

THE SYSTEMS CONCEPT OF MANAGEMENT 92

The Closed-System Approach 92 • The Open-System Approach 92 • Assumptions of Systems Management 93 • Concepts of Systems Management 94

STRUCTURES AND FUNCTIONS OF SYSTEMS 96

How Organizational Environments Differ 97 • Vertical Structures 99 •

Horizontal Structures 101

SYSTEM PROCESSES AND FEEDBACK 104
Some Models of Management Processes 104 • A Behavioral Molecule 104

PUBLIC RELATIONS AS APPLIED SOCIAL SCIENCE 111

NOTES 111 · ADDITIONAL READING 113

6 DEFINING AND CHOOSING GOALS AND OBJECTIVES 114

What's the Bottom Line? 115 . Think in Terms of Effect 115

THE NATURE OF PUBLIC RELATIONS GOALS AND OBJECTIVES 116
Who Makes Which Decisions? 117

PR GOALS AND ORGANIZATIONAL EFFECTIVENESS 117

Defining "Effectiveness" 118 • Controlling or Adapting 119 •

Who Sets the Goals? 119 • Two-Way Symmetric Goal-Setting 120

SETTING PUBLIC RELATIONS OBJECTIVES 121
Making MBO Work 121

EARLY THEORIES OF COMMUNICATION EFFECTS 122

Can We Really Be "Persuaded"? 123 • What Information Do We Seek? 123 •

The Domino Theory of Public Relations Effects 124 • The Hierarchy of Effects 125

RECENT THEORIES OF COMMUNICATION EFFECTS 125

The "Golden Egg" Parable 126 • Multiple Effects of the Media 126 •

Coorientation 127 • The Attitude-Behavior Relationship 129 •

"Hedging and Wedging" 131

A TAXONOMY OF PUBLIC RELATIONS OBJECTIVES 132

NOTES 135 · ADDITIONAL READING 136

7 IDENTIFYING ORGANIZATIONAL LINKAGES TO PUBLICS 138

The Key to the Dilemma 138

THE CONCEPT OF LINKAGES 139

Looking for Linkages 140 • Four Key Linkages 140 •

How to Use the Linkage Concepts 142

PUBLICS 143

Types of Publics 145 • Common PR Errors Regarding Publics 146 • Getting the Attention of a Public 146 • The Effects of Size and Situation 147

A SITUATIONAL THEORY TO IDENTIFY PUBLICS 147

Variables in the Theory 148 .

Using the Independent Variables to Define Publics 153 •

Probabilities of Communication Behavior and Effects for the Eight Kinds of Publics 155 •

Confirming the Theory 157 . What the Probabilities Imply 158 .

Communication Strategies Based on the Theory 158 •

Common Groupings of Publics Found by Research 159

DETERMINING OBJECTIVES FOR EACH PUBLIC 160

NOTES 161 · ADDITIONAL READING 161

8 BUDGETING AND DECISION MAKING 163

BUDGETING: DEFINING COSTS 164

Administrative and Program Budgets 164 •

What Should Go into a Public Relations Budget? 165 .

Budgets in the Confirm and Behave Segments of the Behavioral Molecule 165

NETWORK ANALYSIS: DEFINING TIME 166

Gantt Charts 166 • PERT: Program Evaluation and Review Technique 167

CPM: The Critical Path Method 170

DECISION MAKING: SELECTING AN ALTERNATIVE 171

Cost-Benefit Analysis 172 • Expected-Value Analysis 172 •

Simplified Programming 174

MOVING TOWARD IMPLEMENTATION 177

NOTES 177 · ADDITIONAL READING 178

9 EVALUATION RESEARCH 179

EVALUATION NOW ESSENTIAL TO PR MANAGEMENT 179

Ma Bell Keeps Careful Tabs 180 • Evaluation at the Bureau of Standards 181

STAGES OF EVALUATION 182

EVALUATION AND THE MANAGEMENT PROCESS 182

APPLYING EVALUATION RESULTS TO DECISIONS 183

PROCESS EVALUATIONS 183

WHO SHOULD EVALUATE? 183

EVALUATION METHODS 184

Surveys 184 • Experiments 186 • Secondary Data 188 • Qualitative Analysis 188 • A Sense of "What's Happening" 189 • Time Budgets 190

MEASURES USED IN SOCIAL SCIENCE RESEARCH 190

Fact Questions 190 • Evaluative Questions 191 • Information Questions 192 • Self-perception Questions 192

SAMPLE MEASURES OF PUBLIC RELATIONS OBJECTIVES 192

Communication 192 • Retention of Messages 193 •

Acceptance of Cognitions 198 • A Coorientational Measure of Understanding 199 • Attitude (Evaluation/Behavioral Intent) 200 • Overt Behavior 200 • Combination of Methods 201

SOME FINAL ADVICE 202

NOTES 202 · ADDITIONAL READING 203

10 LEGAL CONSTRAINTS 204

THE RIGHT TO COMMUNICATE 204

Corporations May Be Partisan 205 • Getting Access to the Broadcast Media 205 • Getting Access to Information 206

RESTRICTIONS ON THE RIGHT TO COMMUNICATE 206 LIBEL AND SLANDER 206 Avoid "Punitive" Damages 207

COPYRIGHT 208

Always Obtain Permission 209

PRIVACY 210

Is It "News" or "Promotion"? 210

FINANCIAL REPORTING REQUIREMENTS 211

Avoid "Issuance of Prospectus" 211 • The "Annual Report" Requirement 213 • "Timely Disclosure" 213

REGULATION OF ADVERTISING 214
CONSUMER PROTECTION 214
RIGHTS OF EMPLOYEES 215
LOBBYISTS AND FOREIGN AGENTS 215
Representing Foreign Governments 216

LIVING WITH THE LAW 216

NOTES 217 · ADDITIONAL READING 218

PART III

Managing Public Relations Programs 221

11 MEDIA RELATIONS 223

MEDIA RELATIONS PROGRAMS 223

An Area of Conflict 223 · What Helps and What Hurts Media Relations 226

MEDIA PUBLICS 229

Theoretical Explanations of Journalists' Behavior 230

Levels of Analysis in Journalistic Behavior 230 .

Two Studies of Journalist Publics 231

MEDIA RELATIONS OBJECTIVES AND EVALUATION 234

Ongoing Research on Agenda Setting 235 · How to Evaluate the Media Agenda 236

NOTES 237 · ADDITIONAL READING 238

12 EMPLOYEE AND MEMBER RELATIONS 240

Totalitarian Organizations 240 • Four Eras of Employee Communication 241

INTERNAL RELATIONS PROGRAMS 242

Preoccupation with Technique 244 • Two-Way Programs 245 • Dialogue and Interpersonal Communication 246

INTERNAL-COMMUNICATION OBJECTIVES 246

Research on Goals and Objectives 247 • Coordination Objectives 248 • Contingency Theory Again 249

THEORIES OF MANAGEMENT 249

Machine Theory 249 • Human Relations Theory 251 • Human Resources Theory 252 • Systems Theory 253 • Internal-External Communication 253 •

A Note on Member Relations in Associations 254

INTERNAL PUBLICS 254

Internal Publics Can Be Created 255 .

Internal Publics in Two Structured Organizations 255 •

Internal Publics in Three Less-Structured Organizations 256

Drawing Some Conclusions 257 .

Member Publics of an Association 258 • Three Studies of Internal-External Communication 258

EVALUATION OF INTERNAL RELATIONS 259

Communication, Retention, and Acceptance of Messages 259 • Coorientational Evaluations 260 • Human Relations Audits 260 • Communication Satisfaction 260 • Network Analysis 261

NOTES 262 · ADDITIONAL READING 264

13 COMMUNITY RELATIONS 265

"Expressive" vs. "Instrumental" Activities 265 • Interdependence of Organization and Environment 266

COMMUNITY RELATIONS PROGRAMS 266

Community-Involvement Projects 270

OBJECTIVES AND PUBLICS 271

What Are the Community Publics? 271 • Research on Community Structure 272 • Community Pluralism and Community Relations 274 • Absentee Ownership and Community Structure 275 • A Study of Community Relations Effects 276 • Some Conclusions 278 • Formative Research Through the Community Case Method 278 • Research on Community Publics Using the Situational Theory 279

EVALUATION OF COMMUNITY RELATIONS 280

NOTES 281 · ADDITIONAL READING 283

14 PUBLIC AFFRIRS AND GOVERNMENT RELATIONS

Public Relations Broader Than Public Affairs 285 • Evolution from Government Relations 285 • Symmetric Policy Debates 286

PUBLIC AFFAIRS AND GOVERNMENT RELATIONS PROGRAMS 287

Educational Background Varies 288 • Relations with the Federal Government 289 • State Government Relations 291 • Political-Action Committees 292 • Grassroots Lobbying Efforts 293 • Communications on Political Issues 294 • Public Issues Management 296 • Stakeholder Management 297 • Community Relations 298 • Involving Management in Public Affairs 298

The Boston University Study 287 · What the Public Affairs Council Says 288 ·

PUBLIC AFFAIRS PUBLICS 299

Constituent and Activist Publics 299 · Governmental Publics 302

OBJECTIVES AND EVALUATION 304

The Boston University Study 304 •

Stress Communication, Message Retention, and Cognitive Effects 305

NOTES 305 · ADDITIONAL READING 307

15 RELATIONS WITH ACTIVE PUBLICS: CONSUMERS, ENVIRONMENTALISTS, AND MINORITIES 309

ENVIRONMENTAL, CONSUMER, AND MINORITY RELATIONS PROGRAMS 310

Public Information Doesn't Work Either 310 •

Is the Asymmetric Model the Only Resort? 311 • Environmental Programs 313 •

Consumer Relations Programs 315 • Minority Relations Programs 319 •

Public Relations of Activist Groups 320

ENVIRONMENTAL, CONSUMER, AND MINORITY PUBLICS 321

Environmental Publics 321 • Environmental Media Publics 324 •

Consumer Publics 325 • Minority Publics 327

OBJECTIVES AND EVALUATION 328

Communication Objective for the Symmetric Model 329

Two Studies of Hedging and Wedging 329

NOTES 329 · ADDITIONAL READING 331

16 EDUCATIONAL RELATIONS AND ECONOMIC EDUCATION 332

Some Definitions 333 • Critics and Supporters 333 • Subsidized Information vs. the Symmetric Model 334

EDUCATIONAL RELATIONS PROGRAMS 334

Some Examples 335 • The Big Four Topics 335 • Economic-Education Programs 338

OBJECTIVES AND PUBLICS FOR EDUCATIONAL PR PROGRAMS 344
Communicating and Understanding Are Basic Objectives 344
Reviewing the Study of Journalism and Business Students 344

EVALUATION OF EDUCATIONAL PROGRAMS 345

NOTES 346 · ADDITIONAL READING 347

EVALUATION OF PROMOTIONS AND CAMPAIGNS 369
Learn More About Marketing 370

NOTES 370 · ADDITIONAL READINGS 371

PART IV Managing Public Relations Techniques 373

19 PUBLIC RELATIONS WRITING 375

WRITING OBJECTIVES 376
MAXIMUM OBJECTIVITY 377
SOURCE REVIEW 377
LONG-RANGE IMPLICATIONS/CONSISTENCY 378
ACHIEVING MAXIMUM IMPACT 379
A MATTER OF STYLE 381
EVALUATING YOUR WRITING 382

NOTES 382 · ADDITIONAL READING 382

20 PRESS RELEASES 383

Editors Depend on Releases 384

MANAGEMENT CONSIDERATIONS 384

Model of Public Relations 384 • Objectives 384 • Which Programs? 385 • Communication Behavior of Publics 385 • Cost in Time and Money 385 • Evaluation 385

THE NEWS RELEASE 385
News-Release Checklist 388

BROADCAST RELEASES 389

Make a Spokesperson Available 389

TIMING THE RELEASE 390
Using an "Embargo" 390 • Hand Delivery May Be Necessary 390

SUBMITTING THE PRESS RELEASE 391
When to Be Selective 391

USING THE PR WIRE 391

How the Service Works 392 • The Information-Retrieval Link 392

THE LAST WORD 392

NOTES 392 · ADDITIONAL READING 393

21 CATERING TO THE PRESS 394

MANAGEMENT CONSIDERATIONS 395

Model of Public Relations 395 • Objectives 395 • Which Programs? 395 • Communication Behavior of Publics 397 • Cost in Time and Money 397 • Evaluation 397

WHOM SHALL WE INVITE? 397

Avoid Embarrassing Silences 399

HOW TO ISSUE THE INVITATION 399

Dealing with Journalistic Ethics 399

WHERE TO HOLD THE EVENT 400 Check the Facilities 400

WHAT AMENITIES TO OFFER 401 Offer Helpful Handouts 401

PROVIDING A PRESS ROOM 401
PR Staff Relations with the Press 402

FOLLOW-UP IS IMPORTANT 402 NOTES 403

22 USING RADIO 404

RADIO INFORMATION FORMATS 404

Paid Advertisements 404 • Public-Service Announcements 405 • Community Bulletin Board 405 • Local News Broadcasts 405 • Talk Shows 405 • Public-Affairs Programming 406 • Deejay Chatter 406 "Equal-Time" Reply 406 • Specialized Opportunities 407

MANAGEMENT CONSIDERATIONS 407

Model of Public Relations 407 • Objectives 407 • Which Programs? 408 • Cost in Time and Money 408 • Evaluation 408

PREPARING THE RADIO SPOT 409

Getting It Timed Right 409 • Variation of the Spot 411

SUBMITTING THE MATERIAL 411
RADIO FONE-FEED 412
Preparing the Tape Loop 413

NOTES 413 · ADDITIONAL READING 413

23 TELEVISION AND VIDEOTAPE 414

TV Provides Recognition 414

PUBLIC-SERVICE ANNOUNCEMENTS FOR TV 415
Some Stations Produce PSAs 415

GAINING ACCESS TO COMMERCIAL TELEVISION 416

Television Handouts 416 • Getting on the Talk Shows 417 •

Placing Longer Features 418

TV AS ADVERSARY 419

Illinois Power Company vs. CBS's 60 Minutes 419 • Kaiser Aluminum vs. ABC's 20/20 420

OTHER OUTLETS FOR VIDEO MESSAGES 421
NEW ROLES FOR CORPORATE VIDEO 421
WHAT DOES IT TAKE TO PRODUCE VIDEO? 422

The Studio 423 • Cameras 423 • Recording and Editing Equipment 423 • Lighting and Sound 424 • Playback Equipment 424

MANAGEMENT CONSIDERATIONS 424

Model of Public Relations 424 • Objectives 425 • Which Programs? 426 • Communication Behavior of Publics 426 • Cost in Time and Money 426 • Evaluation 426

NOTES 427 · ADDITIONAL READING 427

24 PREPARING TO SPEAK 429

Speaking vs. Writing: Differences and Similarities 429

MANAGEMENT CONSIDERATIONS 430

Model of Public Relations 430 • Objectives 430 • Which Programs? 431 • Communication Behavior of Publics 431 • Cost in Time and Money 431 • Evaluation 432

RESEARCHING AND ORGANIZING THE SPEECH 432

Research 433 • What's the ''Big Idea''? 433 • Organizing and Outlining 433 • Working with the Speaker 433 • The All-Important Introduction 434 • How Much to Say? 435

DELIVERING THE SPEECH 435

Provide Coaching 436 · Polish During Rehearsal 436

USING VISUAL AIDS 436
Misuse of Visual Aids 437

FEEDBACK AND EVALUATION OF THE SPEECH 437
GETTING MORE MILEAGE FROM THE SPEECH 437
ORGANIZING A SPEAKERS BUREAU 439
Dealing with Brushfire Topics 439 • Use by the Military 440

PREPARING MANAGERS FOR PRESS CONTACTS 440 EFFECTIVE INTERPERSONAL COMMUNICATION 441

NOTES 442 · ADDITIONAL READING 442

25 BROCHURES, FACT SHEETS, AND DIRECT MAIL 443

Varied Names 444 · Common Formats 445

MANAGEMENT CONSIDERATIONS 447

Best for Actively Communicating Publics 447 •

A Staple of the Public-Information Model 447 • A Moderately Costly Medium 447

DEVELOPING THE LAYOUT 448

Selecting the Art 448 · Some Do's and Don't's 448

WORKING WITH THE PRINTER 449

Write a Careful Contract 451 . Learn the Basics 451

ADDITIONAL READING 453

26 NEWSLETTERS, NEWSPAPERS, AND MAGAZINES 454

SELECTING THE FORMAT 455

Newspapers 455 • Magazines 455 • Minimags 455 • MagaNews or Magapapers 456 • The 8½-by-11 Offset Newsletter 456

MANAGEMENT CONSIDERATIONS 456

A "Controlled" Medium 456 • Useful for Active and Passive Publics 457 • Costly in Money and Time 457 • Evaluate with a Readership Study 458

LAYOUT 458

Placing the Basic Elements 458 • How Many Columns? 458 • Graphic Elements 459

SETTING THE PRODUCTION SCHEDULE 459
GENERATING STORY IDEAS 468

NOTES 469 · ADDITIONAL READING 469

27 PHOTOGRAPHS AND ILLUSTRATIONS 470

MANAGEMENT CONSIDERATIONS 470

Choose a Meaning for Your Photograph 470 •
Consider Visual Complexity When Publics Differ 471 •
Evaluating the Effect of Pictures 471 • Costs Vary Greatly 472

ORGANIZING THE PHOTO OPERATION 472
SUPPLYING PHOTOS TO THE MEDIA 472
WRITING THE CUTLINE 474
SELECTING THE SUBJECT 475
CROPPING FOR EFFECT 475
SIZING PHOTOS FOR REPRODUCTION 477
MOUNTING PHOTOS FOR DISPLAY 478
PHOTO STORY LAYOUT 478
ARRANGING FOR ILLUSTRATIONS 479

NOTES 479 · ADDITIONAL READING 479

28 SLIDES AND MULTIMEDIA PRESENTATIONS 481

MANAGEMENT CONSIDERATIONS 481

Slide Shows Supplement Face-to-Face Contact 482 • Objectives, Publics, and Evaluation 482 • Budget Your Costs and Time 482

PLANNING AND SCRIPTING 483

EVALUATING THE ROUGH PRESENTATION 484

TITLES, CHARTS, AND GRAPHICS 485

Keep the Audience in Mind 485 • Keep Preparation Simple 485

BASIC SLIDE-SHOW EQUIPMENT 486
MULTIMEDIA PRESENTATIONS 487
ADDITIONAL READING 488

29 FILMS 489

MANAGEMENT CONSIDERATIONS 491
Films, Too, Must Meet Objectives 491 • Films Take Time and Money 491

PLANNING AND SCRIPTING THE FILM 492
PROMOTIONAL TIE-INS 494
DISTRIBUTING THE FILM 494
PROPER PROJECTION 495

NOTES 495 · ADDITIONAL READING 496

30 EXHIBITS AND SPECIAL EVENTS 497

MANAGEMENT CONSIDERATIONS 497

Make Sure There Is a Reason 497 • Evaluating the Event 498

PLANNING THE DISPLAY 498

Visual Impression 499 • Traffic Pattern and Lighting 500 • Furniture and Floor Covering 500 • Audiovisual Equipment 500 • Maintaining the Display 501

MULTIMEDIA PRESENTATIONS 501 OPEN HOUSES AND TOURS 502 THE ANNUAL MEETING 503

NOTES 506 · ADDITIONAL READING 506

31 ANNUAL REPORTS AND FINANCIAL WRITING 507

WHAT'S "REQUIRED"? 508

MANAGEMENT CONSIDERATIONS 513

PLANNING THE CONTENTS 513

FINANCIAL WRITING: HOW DOES IT DIFFER? 514

Manage Your Financial Writing 515 • Improve Your Skills 515

32 PUBLIC RELATIONS ADVERTISING

NOTES 516 · ADDITIONAL READING 516

CORPORATE ADVERTISING IS GROWING 517

"POSITIONING" YOUR ORGANIZATION THROUGH ADVERTISING 518

Allied Corporation: Need for a New Identity 518

Sperry Rand: Increasing Public Awareness 519

Northwest & Bethlehem: Succeeding in a Tough Economy 519 • LTV and Grumman: A Battle for Control 519

JOINING THE PUBLIC DEBATE: ADVOCACY ADVERTISING 520 Four Reasons for Using Advocacy Ads 522

MANAGEMENT CONSIDERATIONS 522

Publics Vary by Advertising Medium 523 • Be Cautious in Choosing Objectives 523 • Advertising Is Expensive 524

PREPARING THE CORPORATE AD 524

Elements of the Print Ad 524 • Elements of the Broadcast Ad 524 • Direct Advertising 525

NOTES 525 · ADDITIONAL READING 525

33 LOBBYING 527

THE ROLES – AND REPUTATIONS – OF LOBBYISTS 527 WHO LOBBIES? AND FOR WHAT? 528 WHAT DOES A LOBBYIST DO? 528

Establishing Coalitions 529 • Doing Research and Preparing Reports 530 • Making Contacts with Influential People 531 • Preparing Witnesses and Speakers 531 • Focusing Debate 531

MANAGEMENT CONSIDERATIONS 532

Legislators and Staffs Are Your Publics 533 • Objectives and Evaluations 533 • Time Budgeting Is Essential 534

NOTES 534 · ADDITIONAL READING 535

Epilogue Toward a MATURE PROFESSION 536

Future Bright for the Field 536 • Future Not So Bright for Practitioners 537 • The Future Is in People 538 • Opportunity Awaits 538 • Educate the Public About Public Relations 538 • Improve Education and Research 539

NOTES 540

INDEX 541