# Index

## A

- **ABC News** survey, 42
- Academic experts, 142
- Accountability
  - crisis and issues of, 120
  - work plan for establishing, 28
- ACORN, 29, 34
- ACS (Administration for Children’s Services)
  - [New York City], 125–127
- Advertising
  - using effective paid, 151–152
  - seeking pro bono services for, 71
  - work plan on use of paid, 27–28
- Advertising Council
  - CCLD’s campaign sponsored by, 149
  - “Commitment 2000” initiative of, 148
- AFL-CIO, 29, 34
- AIDS walkathons, 8, 99
- *Almanac of American Politics* (Barone and Cohen), 42
- American Association of Retired Persons (AARP), 71
- American Civil Liberties Union (ACLU), 74, 82
- American University, 4
- Annie E. Casey Foundation, 19, 29
- Asheville (NC) *Citizen-Times*, 62
- Associated Press (AP), 62–63
- Audience. See Target audiences
- Audio briefings, 93
- Audio press conference, 91–93
- Audubon Society, 71

## B

- Backlash plan, 28
- Barone, M., 42
- Bazie, M., 93
- Belden, N., 46
- Belden Russonello & Stewart (BRS), 46, 47
- Bennett, N., 93
- Berkeley Media Studies Group, 44
- Black Press of America, 63
- “Blogosphere,” 60
- Blogroll, 79
- Blogs/bloggers
  - activist commentary of, 60
  - as eliminating the gatekeepers, 67
  - pitching ideas to, 112
  - unique characteristics of, 68
  - See also Newspapers
- Bloomberg, M., 125
- Bloomberg News, 63
- Boster, J., 45
- *Boston Globe*, 108
- Bostrom, M., 30, 31
- Brainstorming, 55–56
- Branding, 20
- Briefing sessions, 90–91
- Brookings Institution, 45
- Budget planning, 23
- Bulletin board research format, 40
- Business leadership
  - roundtables, 142
- Business reply card (BRC), 79
C-SPAN, 96
Cable television, 67
Caravan, 43
CARE, 73, 145
Carnegie Corporation, 4, 80
Case studies
  on CCLD media partnership, 141, 147–149
  on child welfare agency media crisis, 124–127
  on expanding early education message framing, 56
  on expanding early education spokespeople, 137–138
  on Fairness Initiative, 14, 28–34
Cavanaugh, D., 74
Cavanaugh, Hagan, Pierson & Mintz, 74
CCLD (Coordinated Campaign for Learning Disabilities) case study
  background information on, 147–148
  evaluating success of, 149
  media collaboration strategies used in, 148–149
CCMC Web site, 150, 152
Celebrity spokespeople, 129
Center for Community Change, 29
Center for Law and Social Policy, 29
Center for the Study of Child Care Employment (Berkeley), 13
Center on Budget and Policy Priorities, 93
Change strategy, 120
Charles H. Revson Foundation, 26
Charlton Research Company, 42–43
Chat room research format, 40
Chicago Sun-Times, 57, 58
Child welfare agency case study, 124–127
Christian Science Monitor, 46
Chronicle of Philanthropy, 36
Circles of communications effectiveness model, 52/53
"Citizen journalist," 60
Claritas, 37
Cloakroom, 42
Cluster analysis, 37
CNN, 146
Cohen, R., 42
The Colbert Report (Comedy Central), 66
Colbert, S., 66
Collaborative research committee, 141–142
Columbia University, 4
Columnists support plan, 25
Comedy Central, 66
Committing to change strategy, 120
“Communicating Values” report (BRS), 46
Communication
  built-in advantage of nonprofit, 2–3
  circles of communications effectiveness model of, 52/53
  etiquette for e-mail, 80
  organization-wide impact of good, 3
  organizational values impact on, 4–5, 19
  positive impact of good, 3
  snail mail, 79
Communication goals
  as communication plan component, 18–19
  enhancing visibility and name recognition, 8
  improving service delivery and awareness of public concerns, 10
  increasing fundraising, 8–9
  reaching influentials, 9
  recruiting more members and volunteers, 9–10
  reforming public institutions, 19
  turning around negative media coverage, 10–11
Communication plans
  on accessing resources, 23
  branding component of, 20
  Fairness Initiative case study on, 28–34
  guide for, 18/53
  hiring journalists/media executives to help with, 70–71
  on identifying your target audiences, 19–21
  key principles of, 17–18
  message development component of, 21–22
  on moving issues up the media food chain, 14–16
  on producing high-quality public relations materials, 22–23
  on researching media coverage, public opinion, and supporting facts, 21
  on setting overall communication goals, 18–19
writing work plan as part of, 23–28
See also Research
Communication strategies
building a communications team, 7–11
interplay between coverage and public opinion considered in, 16–17
making communications a high priority, 11
making effective paid advertising/public service announcements, 151–152
media crisis and short-term, 120
need for and components of, 1–2
organizational values impact on, 4–5
producing effective graphics and materials, 150–151
See also Nonprofit organizations
Communications Act (1934), 145
Communications Consortium Media Center, 108
Communications team
celebrating success of, 75
developing your people power, 70–71
scenario planning by, 116
of smaller, midsize, and large nonprofits, 72–74
steps for building your, 7–12
wise management of your, 74–75
See also Resources
Communications team building
1: spell out your group’s mission, 7
2: choose your goals, 8–11
3: commit to being proactive, 11
4: making communications a high priority, 11
5: convene a brainstorming meeting, 11–12
6: commit necessary money and staff time, 12–13
Community journalism, 146–147
Community leaders, 143
Community Media Workshop, 4
“Continuous improvement philosophy,” 75
Controversy vs. crisis, 122
Council for Learning Disabilities, 147
Craver, R., 8
Creative brainstorming, 55–56
Crisis control plan, 28
See also Media crisis
Dallas Morning News, 80
Daniels, M., 125
DCS (Department of Child Services) [Indiana], 125–127
Denver Post, 108
DeWitt, K., 77, 78, 82
Diana, Princess, 8
Division for Learning Disabilities of the Council for Exceptional Children, 147
Dobbs, L., 67
Dorfman, L., 44
Douglas Gould and Company (DG&C), 30–31, 34
Dowd, M., 111
E-mail etiquette, 80
Early education case study, 56
Early-warning network, 123
Earned media, 24–25
Earth Day events, 99
Economic Policy Institute, 29, 34
Economist (weekly), 66
Editorial boards, 110–111
Editorial endorsements, 25
Electronic media pitches
going past gatekeepers, 100
talk shows, 100–101
video news releases (VNRs), 102–103
webcasts, 102
Emily Hall Tremaine Foundation, 147
Environmental Protection Agency, 55
Environmental Values in American Culture (Kempton, Boster, and Hartley), 45
Equal Employment Opportunity Commission, 55
Equal Rights Amendment, 122
The Essential Guide to Email for Office and Home (Shipley and Schwalbe), 80
Ethnic media, 64–65
Evaluation
of CCLD’s media partnership, 149
continuous improvement through process of, 152
Fairness Initiative use of, 34
press conference, 99
work plan for conducting, 28

D
Daily newspapers, 63–64
The Daily Show with Jon Stewart (Comedy Central), 66
Events
  briefing reporters on upcoming, 90–91
  organizing major, 99–100
  press conferences, 91–99

F
  Face-to-face interviews, 87–88
  Facebook, 82
  Fairness Initiative on Low-Wage Work
  case study
    background information on, 28–30
    collaborative approach used in, 30
    cultivating media approach
      used in, 32–33
    on developing materials, 33
    emotionally appealing and positive messages
      used in, 30–32
    evaluation process used in, 34
    examining the, 14
    *Oprah Winfrey Show* publicity on, 34
    rapid response system used in, 32
    sustainability objective of, 34
    on technical assistance, 33
    training spokespeople in, 32
    Web site developed in, 33
  Faith-based organizations, 142
  FCC, 145
  FEMA, 114
  Feminist Majority, 72
  Ferrero, E., 82
  Field Research, 42
  *Fight Crime: Invest in Kids*, 137–138
  Focus groups, 39–40
  Ford Foundation, 29
  FrameWorks Institute, 47
  Framing messages
    benefits of, 44
    case study on expanding early
      education, 56
    in a crisis, 119–120
    development process of, 53–56
    Fairness Initiative use of, 30
  See also Messages; Target audiences
  Framing strategies
    creative brainstorming, 55–56
    message box, 54–55
  Free Range Studios, 78
  Freedom Forum’s Newseum, 96
  *Freedom’s Journal* (newspaper), 65
  Fundraising goals, 8–9

G
  Gallup Organization, 424
  Gallup surveys, 42
  Gannett News Service, 144
  General Social Survey (GSS), 42
  *Genesis: A Living Conversation* (TV series), 26
  Global Health Council, 145
  Goals. See Communication goals
  Google, 58, 110
  Google Alerts, 83
  Gore, A., 46
  Graphic design principles, 150–151

H
  Harris Interactive (formerly Harris Survey),
    42, 43, 47
  Hartley, J., 45
  HBO partnerships, 145
  Head Start, 55
  Hudson, A., 79
  Human Rights First, 79
  Hurricane Katrina (2005), 29, 114

I
  In-depth interviews (IDIs), 40
  *An Inconvenient Truth* (documentary), 46
  *Indianapolis Star*, 127
  Indiana’s DCS (Department of Child Services),
    125–127
  Influentials, goal of reaching, 9
  Instant-response dial technology, 41
  Institute for Crisis Management (ICM), 116
  Institute for Strategic Communication for
    Nonprofits, 4
  Institute for Women’s Policy Research,
    29, 34
  International Campaign to Ban Land
    Mines, 5
  International Dyslexia Association, 147
  Internet
    empowerment facilitated by the, 60–61
    new consumption changed by the, 59
    public opinion research used the, 43
    wireless networks transmitted through the, 59
  See also Technical issues; Web sites
Internships, 70

Interviews
- contact information/arrangements prior to, 85–87, 89
- discussing best practices for, 136–137
dos and don’ts for successful, 86–90
- face-to-face, 87–88
- on- and off-the-record, 130–131
- print and online, 86
- queries for, 85
- quick tips for improving media, 132–134
television and video, 88–90
See also Reporters; Storytellers

Interviews dos/don’ts
- being flexible, 88–89
- doing pre-interview briefings, 86–87
- doing your homework, 88
- minding the details, 89–90
- precautions for face-to-face interviews, 87–88
- print and online interviews, 86
iPoll Databank services (The Center), 42
Iron Jawed Angels (HBO movie), 145

Issues
- choosing right people to present the, 135
- expanding early education case study on, 137–138
- tips on telling stories to present the, 135–137
See also Stories

Issues media curve, 14–16

J
- Jenkins, A., 5
- Jones, R., 80
- Journalism and Women Symposium, 58
- Journalists. See Reporters

K
- Kempton, W., 45
- Kidder, R., 46

L
- Lakoff, G., 47
- Large nonprofits, 73–74
- Learning Disabilities Association of America, 147
- Learning Disabilities Awareness Month, 149
- LexisNexis, 110
- Lifetime Television Network, 146

Live press conference basics
- presentations and gate crashers, 98
- speakers, statements, visuals, 97

Live press conferences
- advantages of, 93–94
- basic components of the, 97–98
- follow-up to, 98–99
- organization and preparation of, 94–95
- physical arrangements for, 95–96

Local news Web sites, 62
Los Angeles Times survey, 42
Luntz, F., 41

M
- Mattingly, J., 125
- McCarren, B., 96
- Mead, M., 73
- Media
  - briefing them on upcoming events, 90–91
  - broadcasts in the public interest by, 145–146
  - ethnic, 64–65
  - Fairness Initiative on cultivating, 32–33
  - newspapers, 107–112
  - pitching story ideas to electronic, 100–103
  - public opinion shaped by, 53
  - radio, 67, 104–107
  - spokespeople role in fielding calls from, 130
See also News business; Television

Media bias, 123–124

Media collaborations
- expanded messenger base through, 142–143
- models of, 141–142
- partnerships versus short-term, 139–140
See also Media partnerships
Media coverage
   acknowledging reporter’s work for, 99
   committing staff time to increase, 13
   conducting researching into, 21
   correcting inaccuracies in, 99
   “earned,” 24–25
   handling bias in, 123–124
   interplay between public opinion
   and, 16–17
   issues media curve of, 14–16
   rapid response system gathering information
   on, 32
   reforming public institutions using, 10
   securing editorial endorsements/columnist
   support, 25
   turning around negative, 10–11
   work plan ensuring positive, 24–25
   See also Pitch calls; Reporters
Media crisis
   anticipating, 113–114
   avoid overreacting to, 122–123
   being aware of possible media bias,
   123–124
   child welfare agency case study on,
   124–127
   controversy versus, 122–124
   forming early-warning network, 123
   gearing up for, 114–122
   See also Crisis control plan
Media crisis preparation
   issues to consider for, 114–115
   prevention by identifying risks/managing
   situation, 115–119
   priority objectives in a crisis, 119
   scenario planning, 117
   setting roles and responsibilities, 121–122
   short-term communication strategy, 120
   strategic messages in crisis, 119–120
Media food chain
   Fairness Initiative approach to, 34
   issues media curve up the, 14–16
Media partnerships
   boardcasts in the public interest
   through, 145–146
   CCLD (Coordinated Campaign for Learning
   Disabilities) case study on, 141, 147–149
   collaborations versus, 139–140
   community journalism as, 146–147
   considerations in establishing, 140–141
   historic benefits and examples of, 144–145
   internal communications used in, 143–144
   trends underscoring importance of, 58
   types of, 26
   work plan on building, 25–26
   See also Media collaborations; Reporters
Media skill building, 4
Media working group, 141
Member recruitment goal, 9–10
Message box, 54–55
Messages
   assessing understanding of values-based,
   50–52
   circles of communications model on, 53
   developed during media crisis, 119–120
   developing effective, 53–56
   developing values-based, 45–50
   Fairness Initiative approach to, 30–32
   media collaborations for expanding audience
   of, 142–143
   planning development of, 21–22
   storytelling used for, 50
   See also Framing messages
Mission statement
   of communications team, 7
   creating organizational, 19
Moving Forward project (2006), 47
Moyers, B., 26
Ms. magazine, 5
MySpace, 82
N
Name recognition, 8
Nathan Cummings Foundation, 29
Nation magazine, 67
National Center for Children in Poverty, 29
National Center for Learning Disabilities, 147
National Geographic Society, 73
National Journal, 42
National Newspaper Publishers News Service, 63
National Opinion Research Center (NORC),
   41, 424
National Partnership for Women & Families, 29
National Press Club, 96
National Public Radio, 80, 96, 145
National Review magazine, 67
The Nature of Human Values (Rokeach), 46
NBC News survey, 42
New America Media (NAM), 63
New York City’s ACS (Administration for Children’s Services), 125–127
*New York Times*, 25, 36, 60, 77, 82, 107, 108, 144, 149
*New Yorker* (weekly), 66
News business
“citizen journalist” empowerment and, 60–61
Comedy Central’s fake news shows, 66
Internet as fracturing fundamentals of, 59
revolutionary changes in the, 61–68
See also Media
News business trends
bloggers, 60, 67–68, 112
cable television, 67
declining circulation of daily newspapers, 63–64
ethnic media, 64–65
local news Web sites, 62
magazines adapting to retain audiences, 66–67
radio and convergence of audio platforms, 67
TV news adapting to retain audiences, 65–66
weekly newspapers, 65
wire services, 62–63
Newseum (Freedom Forum), 96
Newspapers
columnists, 111–112
editorial boards, 110–111
op-ed placement with, 107–110
See also Blogs/bloggers
Newsweek magazine, 61, 66
*Nightline* (TV news show), 77, 86, 89
Nonprofit organizations
building media skills trend of, 4
built-in communication advantage of, 2–3
large, 73–74
media partnership communications within, 143–144
resistance to communications tools by, 6–7
small to midsize, 72–73
smaller volunteer, 71–72
trend toward collaboration of, 3–4
See also Communication strategies; Staff
NORC, 42
North Carolina media partnership, 147
Numbers USA, 5

O
Obama, B., 57
“Off-the-record” interviews, 130–131
Olbermann, K., 67
Omnibus polls, 42, 43
“On-the-record” interviews, 130–131
Online interviews, 86
Online research
formats available for, 40–41
resources for, 41–43
Op-ed placements
guidelines for, 107–108
investigating submission requirements for, 108
writing your own, 108–110
Opinion Research Corporation, 42
Opportunity Agenda, 5
*Oprah Winfrey* (TV show), 34
O’Reilly, B., 67
Organizational values
communication strategy integration of, 19
impact on nonprofit communication by, 4–5

P
Pacific News Service (PNS), 63
Page, C., 111
Parents and Educators Resource Center, 147
Parents, Families and Friends of Lesbians and Gays (P-FLAG), 82
Payne, J., 125
PBS Web site, 145
Peace Corps, 55
“People meters,” 41
Pertschuk, M., 139–140
Pew Charitable Trusts, The 42, 60
Pew Research Center, 42, 64
“Philosophy of continuous improvement,” 75
Pitch calls
to electronic media, 100–103
for newspapers, 107–112
preparing to make, 82–83
for radio, 104–107
tips for successful, 83–84
See also Media coverage
 Planned Parenthood, 73
Pre-interview briefings, 86–87
Pre-kindergarten education case study, 56
Press conferences
  audio, 91–93
  conference call versus stand-up, 93
  live, 93–99
Press lists, 78–80
Primary values, 46
Print interviews, 86
Project for Excellence in Journalism (PEJ),
  60, 64, 65
Public Agenda Foundation, 42
Public Agenda Online, 42
Public awareness, 10
Public Knowledge, 30
Public opinion
  conducting researching into, 21
  interplay between media coverage and,
    16–17
  media as shaping, 53
  research methodologies for polling,
    39–43
Public opinion polling
  ranking of most important issues,
    51–52
  research through, 39
Public relations
  Fairness Initiative on materials for, 33
  producing high-quality materials for, 22–23
  seeking pro bono services, 71
  VNRs recommendations by, 103
Public Relations Society of America, 103
Public service announcements (PSAs)
  broadcasts in the public interest through, 146
  as CCLD campaign approach, 147–149
  creating effective, 151–152
  description and functions of, 26

Q
Qualitative research, 39–40
Quantitative research, 39, 40–41

R
Race for the Cure events, 8, 99
Radio
  benefits of, 106–107
  convergence of audio platforms of, 67
  getting on the air, 104–106
  talk radio, 104
Radio and Television News Directors Foundation
  (RINDF), 146
Radio news actualities, 106
Radio tours, 104–105
Radio-Television News Directors
  Association, 146
Rapid response system (Fairness Initiative), 32
Reforming public institutions, 10
Reporters
  acknowledging good stories written by, 99
  being aware of possible bias by, 123–124
  briefing them on upcoming events, 90–91
  correcting inaccuracies by, 99
  cultivating relationships with, 76–86
  getting to know, 135
  hiring retired, 70–71
  making the basic pitch call to, 82–84
  pursuing press conference no-shows, 98
  reaching individual, 80–82
  responding to queries/possible “gotcha”
    stories by, 84–85
  spokespeople role in fielding calls from, 130
  taking phone messages from, 85–86
  tips for audio briefings of, 93
See also Interviews; Media coverage; Media
  partnerships
Research
  focus groups, 39–40
  in-depth interviews (IDIs), 40
  instant-response dial sessions, 41
  Internet-based public opinion, 42
  media trend analysis, 37–38
  omnibus polls, 42
  online, 40
  online resources form of, 41–42
  public opinion polling, 39
  quantitative and qualitative, 39–41
Resources
  communication plan on accessing, 23
  developing your people power, 70–71
  of large nonprofits, 73–74
  marshalling your, 69–70
  online research, 41–43
  of small to midsize nonprofits, 72–73
  of smaller volunteer nonprofits, 71–72
See also Communications team
Reuters, 63
Riley, J., 80, 110
Index

Rockefeller Family Fund, 29
Rokeach, M., 46
Roper Center for Public Opinion Research
(University of Connecticut), 41–42
RTNDF (Radio and Television News Directors
Foundation), 146
Russell Sage Foundation, 29
Russonello, J., 46
Rx for Survival (TV series), 145
Ryan, K., 102

Save the Children, 145
Scenario planning, 117
Schwalbe, W., 80
Seattle Post-Intelligencer, 62
Secondary values, 46
Serpico, F., 144
Sheehan, M., 54
Shipley, D., 80
The Sierra Club, 19, 74
Small to midsize nonprofits, 72–73
Smaller volunteer nonprofits, 71–72
Smeal, E., 72
Smiley, T., 67
Smith, L., 116
Snail mail, 79
Souder, E., 80
Spokespeople
celebrities and third-party, 129
expanding early education case study on, 137–138
Fairness Initiative use of, 32
fielding press calls duty of, 130
importance of selecting the right, 128–129
selection from within organization, 129
speaking on and off the record by, 130–131
work plan for identifying and training, 25, 25–26
Spokespeople training
adding some polish through, 131–132
for “putting a face” on the issues, 134–137
quick tips for better media interviews, 132–134

Staff
hiring journalists/media executives, 70–71
media crisis roles/responsibilities of, 121–122
media partnership communication roles of, 143–144
planning allocation of, 23
summer interns added to your, 70
See also Nonprofit organizations; Volunteers
The State of the News Media report (The Pew
Charitable Trusts), 60
Stein, S., 125–126, 127
Stewart, J., 66
Stewart, K., 46
Stories
asking people to tell their, 134
best practices for telling, 136–137
briefing before presentation of, 135–136
choosing appropriate people to tell their, 135
clarifying ground rules for personal, 136
knowing the reporter who will hear, 135
presenting values-based messages through, 50
See also Issues
Storytellers
briefing before interviews, 135–136
choosing appropriate people as, 135
explaining risks and benefits to, 137
See also Interviews
Summer interns, 70
Sustainability objective, 34
Swank, H., 145
Sweet, L., 57–58

Taking action strategy, 120
Talk radio, 104
Talk shows, 100–101
Talking About Genesis (Revson Foundation), 26
Target audiences
audiences of one as, 36
conducting original research on, 37–41
defining of, 35–36
identifying your, 19–21
interviews and the, 86
lower-cost alternatives to original research on, 41–43
Index

Target audiences (Continued)
media collaborations for expanding,
142–143
understanding cluster analysis, 37
See also Framing messages
Teams. See Communications team
Technical issues
Fairness Initiative on, 33
technology as redefining of role of citizens,
60–61
See also Internet
Television
adaptations of news programs on, 65–66
broadcasts in the public interest by,
145–146
cable, 67
Comedy Central’s fake news shows, 66
examples of media partnerships in, 145
interviews on, 88–90
newly available spectrum for wireless
networks in, 59
See also Media
Third-party spokespeople, 129
Tielking, S., 125, 127
Time magazine, 61, 66, 145
Tsunami disaster (2005), 29
Tucker, K., 88–89

U
United Nations, 73
United Press International (UPI), 63
United Way, 73, 74
University of Chicago, 41, 42
University of Connecticut, 41
U.S. Department of Health and Human
Services, 102
U.S. News & World Report, 66
USA Today, 77

V
Values and Public Policy (Yankelovich), 45
Values-based messages
assessing understanding of, 50–52
developing, 45–50
example of, 49f,g
primary and secondary values used
in, 46
Van Susteren, G., 67
Video interviews, 88–90
Video news releases (VNRs), 102–103
Virginia Tech shootings (2007), 60
Visibility, goal of enhancing, 8
Vision, creating organizational, 19
Volunteers
goal of recruiting more, 9–10
planning allocation of, 23
See also Staff

W
The Wall Street Journal, 42, 80, 107, 110
Washington Post, 26, 58, 62, 76, 144
The Washington Post survey, 42
Watergate scandal, 144
Web animators/designers, 70
Web sites
activist commentators and blogger, 60
alerting reporters on updates of your, 81
CCMC, 150, 152
Claritas on cluster analysis, 37
Cloakroom, 42
Communications Consortium Media Center, 108
Fairness Initiative, 33
Free Range Studios, 78
Institute for Crisis Management (ICM), 116
local news, 62
National Newspaper Publishers News
Service, 63
NORC, 42
op-ed submission requirements, 108
PBS, 145
Project for Excellence in Journalism (PEJ), 64, 65
Talking About Genesis on WNET’s, 26
on weekly newspapers, 65
work plan on communication use of, 27
See also Internet
Webcasts, 102
Wednesday’s Child, 10
Wednesday’s Child program, 145
Week (weekly), 66
Weekly newspapers, 65
WETA (PBS station), 149
WGBH-TV (Boston), 145
Whitebook, M., 13
Whose Freedom? The Battle over America’s Most Important
Idea (Lakoff), 47
Index

Wider Opportunities for Women, 29
Will, G., 111
William and Flora Hewlett Foundation, 4
Winfrey, O., 34
Wire services, 62–63
Women Donors Network, 47
Women's eNews, 63
*Words That Work: It's Not What You Say, It's What People Hear* (Luntz), 41

Work plan
1: ensuring positive media coverage, 24–25
2: securing editorial endorsements/columnist support, 25
3: identifying spokespeople and train them in media skills, 25
4: building media partnerships, 25–26
5: being mindful of internal communications, 27
6: developing web strategies and managing content, 27
7: considering paid advertising, 27–28
8: developing crisis control and backlash plan, 28
9: conducting evaluation and establishing accountability, 28
Workforce Alliance, 29, 34

Y

Yankelovich, D., 45
Yankelovich survey, 42