

Draft:

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Finding Aid

Papers of Mordecai Lee: History of Public Relations in American Public Administration and NGOs/Nonprofits

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Overview

Mordecai Lee was a professor at the University of Wisconsin-Milwaukee, USA, with an interest in government public relations, especially in American public administration. Beginning with his doctoral studies at Syracuse University (NY) in 1970 and until his retirement in 2018, he collected materials on the practice and history of public relations in the American public sector. In the 1990s, he expanded his collecting to include the practice of public relations by NGOs in the US (nonprofits in American parlance).

In 2017, he donated about 40 books to Bournemouth University's library dealing with the practice of PR by governmental agencies and NGOs in the 20th and early 21st centuries. These were incorporated into the library's collection. Separately, that year he donated his collection and research files to the PR History Archive at Bournemouth. This finding aid covers the latter.

Use Restrictions: Please credit all references to any material located in this collection to:

“Papers of Mordecai Lee, International PR History Archive, Special Collection,
Bournemouth University, UK”

Organization

This Finding Aid provides a skeletal directory of the organization and contents of his archival materials. His papers are arranged in six series as follows:

Series I. Public Administration PR: Chronological Files

These consist of folders in a sub-series numbered 1-13. They are organized by decade, beginning in the 1900s and ending in the 2010s.

Series II. Public Administration PR: Subject Files

These consist of folders in a sub-series numbered 1-9 and present materials based on some of the major sub-topics related to the practice of public relations in public administration, with particular emphasis on public reporting. It also includes briefer and less comprehensive collections of materials on subjects that partly overlap with government PR, but are often treated as separate and free-standing subjects, including transparency, citizen participation, social media, information centers, the news media and citizenship in a democracy.

Series III. Public Administration PR: Research Documentation and Records from Mordecai's Writings (Selected)

These consist of folders in a sub-series numbered 1-27 and contain the documentation and background materials Mordecai collected for some of his books, articles and chapters on government public relations in the US.

Series IV. NGO/Nonprofit PR: Chronological Files

These consist of folders in a sub-series numbered 1-11 and organized by decade, beginning in the 1900s and ending in the 2010s.

Series V. NGO/Nonprofit PR: Research Documentation and Records from Mordecai's Writings (Selected)

These consist of folders numbered 1-3 and contain the documentation and background materials Mordecai collected for some of his books, articles and chapters on NGO public relations in the US.

Series VI: Recommended Research Methodology for PR History: Triangulation

This folder contains information on triangulation, the research methodology Mordecai found to be particularly useful in writing PR history.

Brief Biography

Mordecai Lee (b. 1948) was a third generation resident of Milwaukee, Wisconsin. His four Jewish grandparents were born in Eastern Europe and immigrated to the US at the beginning of the 20th century. He attended the University of Wisconsin-Madison for his bachelor's degree in political science. During his senior year, his advisor was Political Science Professor James L. McCamy, who was interested in public administration and the practice of public relations in government. McCamy's 1939 book, *Government Publicity*, is considered the seminal research launching this field of scholarly study. As a result of their conversations, Mordecai became interested in pursuing graduate studies in public administration and, for his doctorate, specializing in government public relations. (For a bibliography of McCamy's writings on government public relations, see Addendum B. For hard copies of most of his writings on government PR see Series III, Subseries 18, File 2. File 4 of that subseries contains communications between McCamy and Mordecai in 1970-75.)

Here is a synopsis of his higher education and professional career:

- 1966-70: Bachelor of Arts, Phi Beta Kappa, major: Political Science, University of Wisconsin-Madison. (For the fall term of 1968 [in American parlance his junior year], Mordecai attended the University of Warwick as part of an exchange program for students interested in studying history.)
- 1970-71: Master of Public Administration (MPA), Syracuse University (NY). Studies included summer internships: at the US Geological Survey (Department of the Interior) in Washington, DC in 1970 and at the Tennessee Valley Authority (TVA) in Knoxville, TN in 1971.
- 1971-72: Doctoral studies in public administration and government communication, Syracuse University (NY)
- 1972-74: Guest Scholar, Brookings Institution, Washington, DC
- 1975: Awarded Ph.D. in Public Administration, Syracuse University. PhD dissertation: "Congressional Oversight of Federal Public Relations"
- 1975-76: Legislative Assistant, Congressman Henry Reuss (WI-5th District), Washington, DC
- 1976, 1978, 1980: Elected to two-year terms the Wisconsin State Legislature's State Assembly from a district in Milwaukee

1982, 1986: Elected to four-year terms in the Wisconsin State Legislature's State Senate from a district in Milwaukee
 1988-89: Appointed by the Mayor of Milwaukee to a one-year term on the Milwaukee Metropolitan Sewerage Commission
 1990-97: NGO Executive Director: Jewish Community Relations Council of Milwaukee
 1997-2002: Assistant Professor of Governmental Affairs, School of Continuing Education, University of Wisconsin-Milwaukee (UWM)
 2002-06: Associate Professor of Governmental Affairs, School of Continuing Education, UWM
 2006-14: Professor of Governmental Affairs, School of Continuing Education, UWM
 2015-2018: Professor of Urban Planning, School of Architecture and Urban Planning, UWM

Brief Bibliography

Mordecai authored eight books, all published by university presses in the US. Most of them related, at least in part, to public relations in government agencies or NGOs (called nonprofits in the US). He also edited two textbooks for use in graduate-level courses on the practice of public relations in public administration. For journals, he authored about 65 articles in academic journals, with about 40 of them relating to public relations in government agencies or NGOs. For a detailed listing of his publications about on the practice of public relations in American public administration and NGOs, see Addendum I.

Notes to Users of this Finding Aid

1. Listings of items within each file are generally in chronological order.
2. With a few minor exceptions, this finding aid generally omits references to articles on government PR in major American political science and public administration journals, such as *American Political Science Review (APSR)* and *Public Administration Review (PAR)*. Ibid for NGO PR in major American nonprofit journals such as *Nonprofit Management & Leadership (NML)* and *Nonprofit and Voluntary Sector Quarterly (NVSQ)*. Generally, these journals are on searchable online databases (such as by subject area focus or, for older journals, JSTOR). Therefore such relevant articles are relatively easy to search for, locate and peruse.
3. In some cases, to save on the cost of paper and to help the environment, these materials were printed on the clean side of used sheets of paper, sometimes called scratch paper. Therefore, users of the archive need to be aware that the (used) backside of materials in the collection are not related to the item itself and should be ignored.
4. For stapled material, such as articles from magazines and journals or chapters from books, the front-matter or title page is sometimes on the first page of the stapled packet and sometimes the last page.

Series I

Public Administration PR: Chronological Files

Subseries 1: 1900-1910s

File 1: Government Documents and Publications

- January 20, 1906: Executive Order 397: President Theodore Roosevelt directs federal agencies to write shorter and more readable annual reports.
- June 5, 1907: Executive Order 644: President Theodore Roosevelt permits hiring an information director in the Department of Commerce and Labor outside civil service hiring procedures. Attached: related media coverage.
- June 29, 1909: Executive Order 1101: President William H. Taft permits hiring a publicity agent in the Department of Agriculture outside civil service hiring procedures.
- April 13, 1917: Executive Order 2594: President Woodrow Wilson creates the Committee on Public Information (CPI).
- May 24, 1919: Congressional hearing on Department of Labor's Information and Education Service, US House, Committee on Appropriations, *Third Deficiency Appropriation Bill, 1919*, public hearing. 66th Cong., 1st sess., 247-48.

File 2: Newspaper Articles

- "Mayor for Publicity," *NY Tribune*, March 2, 1906, 5.
- "Cities that Advertise – And How They Do It," *NY Times*, April 11, 1909, SM (Sunday Magazine) 9.
- "Call Publicity Plan Faulty," *Chicago Tribune*, December 28, 1909, 6.
- "Mayor Establishes Information Office at City Hall Today," *[Boston] Christian Science Monitor*, May 17, 1910, 1.
- "Would Have Publicity Expert for the State of Minnesota," *[Boston] Christian Science Monitor*, March 16, 1912, 6.
- "Army and Navy Gossip," *Washington Post*, June 29, 1913, ES2.
- "More About Private Publicity," *NY Tribune*, April 13, 1918, 12.
- "What is Propaganda?" *NY Tribune*, May 5, 1918, B2.
- "More Seek Raises from Classifiers," *Washington Post*, December 3, 1919, 20.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

- Rufus E. Miles, "The Relation of Health Budgets to Health Efficiency," *Public Health Papers and Reports* 33, Part I (1908) 204-08.
- Charles Moreau Harger, "Publicity for a State," *The Independent*, August 31, 1911, 478-81.
- Otho Grandford Cartwright, "Efficiency in County Government," *Annals of the American Academy of Political and Social Science* 41 (May 1912) 193-203. See section on "Importance of Publicity," 201-02.
- Lester E. Smith, "Old-Time Publicity Bureaus," *The Marines Magazine* 1:6 (June 1916) 8.
- "Uncle Sam's Press-Agent," *Literary Digest* 54:24 (June 16, 1917) 1865-68.

File 4: Chapters and Excerpts from Books

- J. Horace McFarland, *The Awakening of Harrisburg: Some Account of the Improvement Movement Begun in 1902; with the Progress of the Work to the End of 1906* (NY [?]): National Municipal League, 1906 [?]).
- Selskar M. Gunn and Fred W. Luening, *Health Department: 2. Education and Publications* (Milwaukee, WI: Milwaukee Bureau of Economy and Efficiency, City of Milwaukee, 1912).
- Edward A. Fitzpatrick (ed.), *Experts in City Government* (NY: D. Appleton, 1919):
 - Frontmatter
 - Chap. 2: Clinton R. Woodruff, "The Wide Scope of Municipal Improvement"
 - Chap. 6: Clinton R. Woodruff, "The New View of Municipal Government"
 - Chap. 8: William H. Allen, "Existing Agencies of Municipal Service Training"
 - Chap. 10: William H. Allen, "Interpreting Expert Government to the Citizenship"
 - Chap. 21: Morris L. Cooke, "Training in the Municipal Service"

File 5: Other: none

Subseries 2: 1920s

File 1: Government Documents and Publications

- Clarence B. Proctor, "First Marine Corps Publicity Bureau," [*Marine Corps*] *Recruiters' Bulletin*, August 1920, 5-6.
- W. S. Deffenbaugh, Bureau of Education (later Office of Education), US Department of Interior, "Methods of Securing Support for School Bond Issues," *American City* 35:5 (November 1926) 649-52.

File 2: Newspaper Articles

- "Post for Henry Sudyam: Correspondent Named Chief of State Department Publicity," *NY Times*, April 29, 1921, 11.
- "Henry Sudyam Resigns," *NY Times*, February 15, 1922, 22.
- "City All Ready to Hire its Publicity Expert," *NY Times*, April 18, 1925, 25.
- "Press Agents at the Capital Fill the Waste Baskets," *Chicago Tribune*, September 7, 1926, 12.
- "Warns Treasury of Radio," *NY Times*, September 23, 1927, 14.
- "Moderation in the Treasury" (editorial), *NY Times*, September 27, 1927, 16.
- "Treasury Officials Charged for Talks," *NY Times*, October 2, 1927, 16.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

- Phillips Bradley, "Local Government Is News," *American City* 24:1 (January 1921) 53.
- "Street Cars Carry Publicity for City Ordinances," *American City* 24:1 (January 1921) 59.
- "Provision for Publicity," F. A. Cleveland, "The Budget and Accounting Law, 1921," *National Municipal Review*, 11:12 (December 1922) 430.
- Ernest Bennett, "Dealing with the Newspapers," *American School Board Journal* 72:5 (May 1926) 47, 147.
- Harold D. Lasswell, "The Theory of Political Propaganda," *APSR* 21:3 (August 1927) 627-31.

File 4: Chapters and Excerpts from Books

- *Publicity Methods for Engineers: Proceedings of the First National Conference on Public Information* (Chicago: American Association of Engineers, 1922).
- Leonard D. White, *Introduction to the Study of Public Administration* [1st ed.] (NY: Macmillan, 1926). Note: This was the first American textbook in public administration.
- “5. Public Relations of [City] Manager and Council,” Leonard D. White, *The City Manager* (Chicago: University of Chicago Press, 1927) 210-26.
- Brief discussion of federal propaganda, J. Frederick Essary, *Covering Washington: Government Reflected to the Public in the Press, 1822-1926* (Boston, MA: Houghton Mifflin, 1927) 18.
- Harold D. Lasswell, *Propaganda Technique in the World War* (NY: Alfred A. Knopf, 1927).

File 5: Other

- Letter from Irwin Gordon, Publicity Director, Welfare Federation of Philadelphia, to Herbert Brown, Chief, US Bureau of Efficiency, May 19, 1923 and response, May 24, 1923. Request for information on federal publicity work. Source: Decimal Files of the Bureau of Efficiency, Entry UD-1D, Record Group 51, US National Archives II, College Park, MD.
- Sam Leifeste, “Municipal Publicity: A Study in Social Control,” master’s thesis, University of Texas, August 1929.

Subseries 3: 1930s

File 1: Government Documents and Publications

- Albert D. Stedman, Assistant Administrator [for PR], Agricultural Adjustment Administration (AAA), US Department of Agriculture:
 - “Informing the Public about the A.A.A.,” paper presented at the annual conference of the American Political Science Association, December 27, 1934.
 - “Public Policies in Information Developed by the AAA,” paper presented at the annual conference of the American Political Science Association, December 29, 1938.
 - “The Development of an Informational Policy” (Subchapter VI of Chapter 8: “Progress in Administration”), ghosted by Stedman, in *Agricultural Adjustment 1937-38: A Report on the Activities Carried on by the Agricultural Adjustment Administration* (Washington, DC: GPO, 1939).
 - “Public Information and the Preservation of Democracy,” *Yearbook of Agriculture*, 1940 (reprint: NY: Arno Press, 1976).
- President’s Committee on Administrative Management, *Report of the Committee with Studies of Administrative Management in the Federal Government* (Washington, DC: Government Printing Office, 1937). Excerpts relating to PR. Also, a 1936 document from the internal records of the committee deciding not to do a major study of federal PR. From the FDR Presidential Library, Hyde Park, NY.
- Congressional debate about funding a Division of Information in the Department of Interior. *Congressional Record* 83:3 (February 28, 1938) 2544-45.
- Excerpts relating to PR: US Department of Interior, *Annual Report of the Secretary of the Interior for the Fiscal Year Ended June 30, 1938* (Washington DC: GPO, 1938).

- Radio Studio of the Interior Department photos, undated (probably 1939-40), Library of Congress.
- “Public Relations Aspect of the Program,” Report from the US Civil Service Commission to the President on plans in case of war, October 4, 1939. From the FDR Presidential Library, Hyde Park, NY.

File 2: Newspaper Articles

- “Publicity Director Tests Due,” *LA Times*, May 4, 1931, A10.
- “National Leaders Express Sorrow,” *NY Times*, December 31, 1931, 7.
- Raymond Clapper, “Between You and Me” (column), *Washington Post*, July 9, 1935, 2.
- Albert L. Warner, “2 More Federal Bureau to Get Time on Radio,” *NY Herald Tribune*, February 8, 1936, 1, 4.
- “Interior Department Plans Studios for Bureau Talks” (Radio Comment column), [*Boston*] *Christian Science Monitor*, April 22, 1936, 8.
- Harold L. Ickes, Secretary of Interior, “The Wide Horizon: Readin’, ‘Ritin’ and Radio” (excerpts from speech), [*Boston*] *Christian Science Monitor*, December 19, 1936, 18.
- “G.W. Forum to Hear 4 Views on Drama,” *Washington Post*, March 9, 1938, X7.
- John C. O’Brien, “Radio and Film Publicity Plants Planned by U.S.,” *NY Herald Tribune*, July 10, 1938, 3.
- “Professional Touch,” *Time* magazine, August 22, 1938, 33.
- ACME photo service and NEA news syndicate, “New Government Radio Station,” caption and photo, August 27, 1938.
- Rodney Dutcher, “Interior Department Sets Up \$100,000 Radio Layout for Rehearsals Only” (syndicated national column), *Syracuse [NY] Herald*, September 16, 1938, 21.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

Notes to Users:

- A general reminder that this collection mostly omits the major peer-review academic publications in public relations and public administration. Relevant historical articles are relatively easy to identify and download from the JSTOR database.
- In particular, users are likely to have digital access to the UK-based journal *Public Administration*. FYI that it published **eight** pieces on the role of external communication in public administration between January, 1931 and July, 1935.
- “A City Manager’s Contact with the Public,” *Public Management* 13:7 (July 1931) 235-38.
- Carroll H. Woody, “Press Relations in City Management” and Hollis R. Thompson, “Open House Attended by 2,000 Taxpayers,” *Public Management* 13:8 (August 1931) 260-264.
- J. Frederick Essary, “Uncle Sam’s Ballyhoo Men,” *American Mercury* 23:92 (August 1931) 419-28.
- J. Wilner Sundelson, “Felicitous Nomenclature,” *Bulletin of the National Tax Association* 19:1 (October 1933) 5-7.
- Harold D. Lasswell, review of *The Propaganda Menace* by Frederick E. Lumley, *American Journal of Sociology* 39:4 (January 1934) 542-43.

- Clarence E. Ridley, "The Information Bureau in German Cities," *National Municipal Review* 23:4 (April 1934) 209-10, 214.
- William E. Berchtold, "Press Agents of the New Deal," *New Outlook* 164:1 (July 1934) 23-30, 61-64.
- Marshall E. Dimock, "Selling Public Enterprise to the Public," *National Municipal Review* 23:12 (December 1934) 660-66.
- Brief discussion of impact of agency PR on Congress: E. Pendleton Herring, "Social Forces and the Reorganization of the Federal Bureaucracy," *Southwestern Social Science Quarterly* 15:3 (December 1934) 191.
- Charles E. Rogers, "The Newspaper[man?] in Government," *Journalism Quarterly* 12:1 (March 1935) 1-8.
- Harwood L. Childs (ed.), "Pressure Groups and Propaganda" symposium, *Annals of the American Academy of Political and Social Science* 179 (May 1935):
 - E. Pendleton Herring, "Official Publicity under the New Deal," 167-75.
 - Elisha Hanson, "Official Propaganda and the New Deal," 176-86.
 - Harold D. Lasswell, "The Person: Subject and Object of Propaganda," 187-93 (excerpts).
- E. S. Wengert, "TVA Enlists Local Cooperation," *Public Opinion Quarterly* 1:2 (April 1937) 97-101. This article is likely based on his dissertation which focused on TVA. For dissertation, see File 5 below.
- "Government Radio Series Dramatizes Latin American Life and Problems," *Modern Language Journal* 22:2 (November 1937) 145-46.
- Fred E. Merwin, "Public Relations and the State Government," *Journalism Quarterly* 14:4 (December 1937) 342-52.
- Arch A. Mercey, "Teaching Social Studies through Documentary Films," *Journal of Higher Education* 10:6 (June 1939) 303-08.
- "Why Need Public Relations?" (editorial) and Elton D. Woolpert, "I. The Meaning and Scope of Public Relations" (first page only, first installment of a series), *Public Management* 21:9 (September 1939) 257-59.

File 4: Chapters and Excerpts from Books

- *Conference on the Press* (proceedings), School of Public and International Affairs, Princeton University, April 1931. Comments by Henry Sudyam, former State Department chief of information and subsequent discussion.
- Edward L. Bernays, "Development of Effective Public Opinion," *Current Problems in Public Finance*, proceedings of National Conference on the Relation of Law and Business, December 5-9, 1932 (NY: Commerce Clearing House, 1933) 387-91.
- "Part IV: The Integration of Communication," Malcolm M. Willey and Stuart A. Rice, *Communication Agencies and Social Life* (NY: McGraw-Hill, 1933) 210-14.
- Testimonies of Marshall Dimock and R. M. McCurdy, Commission of Inquiry on Public Service Personnel, *Minutes of Evidence Taken Before the Commission* (NY: McGraw-Hill, 1935) 258-61, 297-99.
- "Part V: Public Relations," John M. Pfiffner, *Public Administration* [1st ed.] (NY: Ronald, 1935).

- Harold D. Lasswell, Ralph D. Casey and Bruce Lannes Smith, *Propaganda and Promotional Activities: An Annotated Bibliography* (Minneapolis: University of Minnesota Press, 1935). Excerpts of sections relating to government.
- Chap. 22: "Publicizing Administrative Activities," Pendleton Herring, *Public Administration and the Public Interest* (NY: McGraw-Hill, 1936).
- Chap. 1: Luther Gulick, "Notes on the Theory of Organization," *Papers on the Science of Administration*, edited by Luther Gulick and L. Urwick (NY: Institute of Public Administration, 1937).
- Marshall E. Dimock, *Modern Politics and Administration: A Study of the Creative State* (NY: American Book Co., 1937).
- Leo C. Rosten, *The Washington Correspondents* (NY: Harcourt, Brace, 1937).
- Arthur W. Macmahon and John D. Millett, *Federal Administrators* (NY: Columbia University Press, 1939).
- Leonard D. White, *Introduction to the Study of Public Administration*, revised [2nd] ed. (NY: Macmillan, 1939), including handwritten notes (by Mordecai, circa 1971-72)
- Bernard C. Schoenfeld, "We Become a Nation" (script of Interior Department fictional radio drama), broadcast February 11, 1939, part of the department's series "What Price America." *Best Broadcasts of 1938-39*, edited by Max Wylie (NY: McGraw-Hill, 1939) 473-98. Note: For scripts of Interior Department radio plays criticizing oil companies, see below Subseries 4, File 1. For radio dramas from the Division of Information of the Office for Emergency Information, see Subseries 4, File 4. For the script of the Interior Department's dramatized radio annual report, see Series III, Subseries 27.

File 5: Other

- Annual conference schedule including panel on "Public Relations of National Administrative Agencies" organized by Pendleton Herring. Frederick A. Ogg, "Thirtieth Annual Meeting," *APSR* 29:1 (February 1935) 109.
- E. S. Wengert, "The Public Relations of Selected Federal Administrative Agencies," Ph.D. dissertation, University of Wisconsin-Madison, 1936 (bibliographic entry only). Includes Mordecai's 1970s handwritten notes. For a published article, likely from his dissertation research, see File 3 above.
- Paper-clipped packet of materials about the US Travel Bureau, Department of the Interior, 1937-1948. The bureau was mostly a publicity and PR office to promote tourism in the US.
- Footnote referring to "Report of a Conference on the Relations of Personnel Problems and Public Relations," February 3, 1938, at the Brookings Institution, Washington, DC, sponsored by the Littauer Center of Public Administration, Harvard University. Note: Mordecai was unable to locate this report.
- Summary of talk by William A. Mosher, *Proceedings of the First Annual Conference of the Western Governmental Research Association*, October 1938 (mimeograph).
- Annual conference schedule including two panels on "Public Opinion" organized by Harwood L. Childs. Kenneth Colegrove, "Thirty-fourth Annual Meeting," *APSR* 33:1 (February 1939) 92, 94.
- References to studies on public relations in government. Committee on Public Administration, Social Science Research Council, *Review of Activities, 1935-39; Suggestions for Future Programs* (mimeograph), October 1939, 6, 19. Note: Mordecai was unable to locate these reports.

Subseries 4: 1940s

File 1: Government Documents and Publications

- Pere Lorenz (Director), *The Fight for Life*, US Film Service, 1940 (bibliographic information).
- Scripts of Interior Department radio dramas (excluding “We Become a Nation” above in Subseries 3, File 4 and the dramatized radio annual report in Series III, Subseries 27):
 - US House, Interstate and Foreign Commerce Committee, *Petroleum Investigation*, public hearings, February 26, 1940. 76th Cong., 3rd sess.
 - “Propaganda of the Interior Department,” *Congressional Record* 86:13 (March 1, 1940) 1123-25.
 - Bibliographic information only: WorldCat/OCLC entries for Interior Department radio dramatizations and broadcasts, 1938-41 (?).
- Excerpts relating to PR: Department of Interior, *Annual Report of the Secretary of the Interior for the Fiscal Year Ending June 30, 1940* (Washington DC: GPO, 1940).
- Excerpts relating to PR: Federal Security Agency, *First Annual Report of the Federal Security Administrator, [Fiscal Year] 1940* (Washington DC: GPO, 1941).
- Walton Onslow, “Personnel Problems in Federal Information Service,” *Personnel Bulletin [of the US Department of Interior]* 1:3 (August 1941) 1-4.
- Department of Interior, Division of Information, *Experiment... by Schools, Radio, and Government* (Washington DC: GPO, 1941).
- Edward L. Bernays, “Public Relations,” June 24, 1941. Short Course No. 2, April-July 1941, Army Industrial College, US Army, Washington, DC.
- California State Council of Defense, *California Defense Digest*: “Bomb Shelter at the Fair,” 1:2 (September 15, 1941) 5; “Committee on Public Information,” 1:6-7 (November 15-December 1, 1941) 3.
- January 22, 1942: Office of Facts and Figures (in the Office for Emergency Management, Executive Office of the President), “How the Populace Regards the Government’s Handling of War News,” poll results, Report No. 4A.
- February 6, 1942: Discussion of Walt Disney film promoting paying income taxes: US House, Committee on Appropriation, *First Deficiency Appropriation Bill, Fiscal Year 1942*. 77th Cong., 2nd sess., House Report No. 1750, 12.
- Congressman Knute Hill, “Ten Major Faults in Government Report Writing,” *Congressional Record* 88:9 (April 21, 1942) A1468.
- February 18, 1944: Civil Service Commission, Minutes of meeting, *Record of Proceedings*, Vol. 68. Approval of policy on “Handling of Press Relations,” 95. National Archives II, College Park, MD.
- Public Health Service, script of film *It’s Up to You: Dengue-Yellow Fever Control*, 1945.
- US House, floor debate on public relations spending in the Independent Offices Appropriation Bill for FY 1947. *Congressional Record* 92:1 (January 23, 1946) 273-74.
- S. L. Windes, Department of Interior, *Guide for the Administration and Operation of Radio Services*, Revised ed., August 1946.

- *Official Congressional Directory*: listings of senior staff of Navy's Office of Public Relations in editions for 80th Cong., 1st sess., 2nd ed. (through June 11, 1947) 357; 81st Cong., 1st sess., 1st ed. (through February 15, 1949) 351.
- Commission on Organization of the Executive Branch of Government (aka the First Hoover Commission):
- Commission on Organization of the Executive Branch of the Government (aka the First Hoover Commission):
 - Section on PR in John D. Millett, "Departmental Management in Practice," *Departmental Management in Federal Administration* (Washington, DC: GPO, 1949).
 - September 28, 1948: Excerpts from report by Edward Stanley and Lawrence Sullivan, "Information Services in the Executive Branch of Government."
- Chap. 10: "Toward Public Understanding," Harvey C. Mansfield et al., *A Short History of OPA [Office of Price Administration]* (Washington, DC: Office of Temporary Controls, OPA, 1948).

File 2: Newspaper Articles

- Alfred Friendly, "Federal Diary" (daily column), *Washington Post*, March 7, 1940, 19.
- Richard L. Coe, "Radio Highlights," *Washington Post*, March 17, 1940, L8.
- "Uncle Sam's Radio Station is Streamlined," *Washington Post*, Sunday photo section: *Our Town in Pictures*, May 5, 1940, 8.
- "Urge Broadcasts as Aid in Defense," *NY Times*, June 9, 1940, 12.
- "Daily Radio Programs," *Charleston [WV] Daily Mail*, July 3, 1941.
- Richard Scholz, "Extreme Care Urged in Picking Publicity Men" (9 to 4:30 daily column), *Washington [Daily] News*, August 13, 1941. (The Onslow article he refers to is in File 1 above.)
- "Roosevelt to Hear Nation on Records," *NY Times*, January 29, 1942, 17.
- "Federal Style" (editorial), *NY Times*, May 4, 1942, 18.
- "Iowa State creates War Publicity Course," *NY Times*, May 31, 1942, D6.
- Jerry Kluttz, "In Defense of Government Press Agents," *Washington Post*, June 21, 1942, B4.
- Marjorie Kelly, "Broadcasters Support OWI Radio Bureau; Make Plea for Funds," *Washington Post*, July 4, 1943, L3.
- "Promoting UMT" [Universal Military Training, aka peacetime draft] (editorial), *Washington Post*, January 17, 1948, 6.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

Note to Users: A reminder that this collection generally omits the major peer-review academic publications in public relations and public administration. Relevant historical articles are relatively easy to identify and download from the JSTOR database.

- Arch A. Mercey, ed., "The Federal Film" (monthly department), *The Educational Screen*:
 - 19:1 (January 1940) 22.
 - 19:5 (May 1940) 202 (missing p. 203).

- 19:6 (June 1940) 250-51, 263. (This was his last column due to Congress defunding the US Film Service effective July 1, 1940.)
- Annual index for Vol 19, 438. Indicates collection is missing these columns:
 - 19:2 (February 1940) 68-69
 - 19:3 (March 1940) 127
 - 19:4 (April 1940) 175
- Thomas S. Green Jr. and Elton D. Woolpert, "Government," *Public Opinion Quarterly* 4:1 (March 1940) 162-70.

Note: For the first few years of *POQ*'s publication, this was a recurring department. However, as the journal became more quantitatively oriented, it dropped its attention to qualitative reports about federal PR. This entry is the only reference for that department in this collection, but researchers are encouraged to review all the issues containing this department for the years it lasted. The historical database JSTOR is comprehensive.

- PR as an element in appraisal form for employee performance: Charles A. Adams, "Employee Service Reports in Smaller Cities," *Public Management* 22:3 (March 1940) 69.
- Bryant Putney, "Federal Publicity," *Editorial Research Reports* 1:11 (March 18, 1940) 203-19.
- James K. Pollock, "Plea for an Informed Citizenry," *National Municipal Review* 29:9 (September 1940) 590-92.
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- Philip S. Broughton, “Government Agencies and Civilian Morale,” *Annals of the American Academy of Political and Social Science* 220 (March 1942) 168-77.
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File 4: Chapters and Excerpts from Books

- John M. Gaus et al., *Public Administration and the United States Department of Agriculture* (Chicago: Public Administration Service, 1940).
- Jerome K. Wilcox, *Manual on the Use of State Publications* (Chicago: American Library Association, 1940).
- Chap. 17: “Dissemination and Adoption of Research Results,” especially discussion of PR by the Department of Agriculture, John M. Pfiffner, *Research Methods in Public Administration* (NY: Ronald, 1940) 393-95.
- (UK) *War Begins at Home*, edited by Tom Harrison and Charles Madge (London: Chatto & Windus, 1940). Also attached is the directory of the publications of the Mass-Observation Archive.
- Scripts of fictional radio dramas presented by the Division of Information of the Office for Emergency Management: “Prague is Quiet” by Lewis Jacobs and “What We Defend” and “Independence Hall” by Bernard C. Schoenfeld. In *One Hundred Non-Royalty Radio Plays*, edited by William Kozlenko (NY: Greenberg, 1941) 151-55, 305-313, 497-504. Note: For text of Interior Department radio plays criticizing oil companies, see above Subseries 4, File 1. For the dramatized radio annual report of the Interior Department, see Series III, Subseries 27. For Schoenfeld’s “We Become a Nation,” see above Subseries 3, File 4.
- Discussion of PR: Committee of the Social Science Group of the Special Libraries Association, *Public Administration Libraries: A Manual of Practice* (Chicago: Public Administration Service, 1941) 55-56.
- William E. Mosher (chair), *Public Relations of Public Personnel Agencies; A Report Submitted to the Civil Service Assembly by the Committee on Public Relations of Public Personnel Agencies* (Chicago: Civil Service Assembly of the United States and Canada, 1941). For Herman Beyle’s contributions to the report, see Series III, Subseries 18, File 1.
- Discussion of PR: Willard D. Arant, *Cut Non-Defense Costs Now!* (NY: National Economy League, November 1941) 16.
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- Subchapter on “Public Relations:” Arthur Macmahon, John D. Millett and Gladys Ogden, *The Administration of Federal Work Relief* (NY: Da Capo, 1971) 291-300. Originally published in 1941 by Public Administration Service (Chicago).
- Discussion of Army and War Department PR: Pendleton Herring, *The Impact of War: Our American Democracy Under Arms* (NY: Farrar & Rinehart, 1941) 108-10.
- American Council on Public Relations, *A Special Report to the Public; June 1, 1942* (Palo Alto, CA: American Council on Public Relations, 1942). Located in William McReynolds Papers, FDR Library. Paperclipped: Letter from Rex Harlow to William McReynolds, July 16, 1942.
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- John R. (‘Tex’) McCrary and David E. Scherman, *First of the Many: A Journal of Action with the Men of the Eighth Air Force* (London: Robson, 1981). Originally published in 1944 by Simon and Shuster (NY).
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- Chap. 4: Don K. Price, “Democratic Administration,” subchapter 2 “The Public as Star Customer,” *Elements of Public Administration*, edited by Fritz Morstein Marx (NY: Prentice-Hall, 1946). Also: Price’s chapter in the 2nd ed. does not appear to be significantly revised (Englewood Cliffs, NJ: Prentice-Hall, 1959).
- Chap. 37: “Publicity and Reports,” John M. Pfiffner, *Public Administration*, rev. [2nd] ed. (NY: Ronald, 1946).
- Discussion of “Reporting and Public Relations”: John F. Sly, *The Professional Development of Governmental Research*, Special Pamphlet Series No. 1 (NY: Governmental Research Association, April 1946) 4.
- *Public Relations in Action: Case Studies from the First Annual Awards Competition of the American Public Relations Association*, edited by Philip Lesley (Chicago: Ziff-Davis, 1947):
 - Chap. 8: Ben Stern, “Civil Aeronautics Administration, Office of Aviation Administration”
 - Chap. 27: “United States Coast Guard”
- Discussion of importance of PR for senior managers: Herbert A. Simon, *Administrative Behavior: A Study of Decision-Making Processes in Administrative Organizations* (NY: Macmillan, 1947) 294. The copy in the collection is from the 4th edition published in 1997, but it contained no change from the original 1947 text.
- Peter Odegard, “Dissemination of Government Research,” Western Governmental Research Association, *Eighth Annual Conference: 1948 Proceedings* (Berkeley, CA: Western Governmental Research Association, 1948) 7-10.
- Chap.: “Public Relations,” Leonard D. White, *Introduction to the Study of Public Administration*, 3rd ed. (NY: Macmillan, 1949).

- Part I: “Public Information Offices,” Huberta A. Prince, *The Washington Book Mart* (NY: Oceana, 1949) 1-45; and *1950 Pocket Supplement* (paper-clipped).

File 5: Other

- December 28, 1940 (listing only): Arch A. Mercey (Office of Government Reports), “Sound and Unsound Practices in Government Public Relations” presentation, Panel on Public Opinion and Propaganda, organized by Harwood L. Childs. Kenneth Colegrove, “Thirty-sixth Annual Meeting of the American Political Science Association,” *APSR* 35:1 (February 1941) 120.
- “Public Relations,” *Check List of Current Research in Public Administration*, Committee on Public Administration of the Social Science Research Council:
 - December 1940: 3rd ed., 12
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 - December 1943: 5th ed., 24
 - November 1947: 27 (Chicago: Public Administration Service)
- Marshall E. Dimock, “Public Relations in Government: Study Outline.” Probably 1941 or 1942. Located in “Public Relations” File, Marshal Dimock Papers, FDR Presidential Library. He prepared it when he was President of the Washington chapter of the Society for the Advancement of Management, while serving in the federal government during WWII as Associate Commissioner of the Immigration and Naturalization Service, US Justice Department. Perhaps he prepared it for a workshop or training program of the Society.
- WorldCat/OCLC bibliographic entries:
 - Porter Baker, “Public Relations in Municipal Government,” master’s thesis, University of Cincinnati, 1943.
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Subseries 5: 1950s

File 1: Government Documents and Publications

- July 23, 1951: Senate Appropriations Committee hearing on PR budget for Navy for FY 1952. US Senate, Committee on Appropriations, *Department of Defense Appropriations for 1952*, public hearings. 82nd Cong., 1st sess., 612-22.
- January 29, 1952: Congressional testimony of F. J. Lawton, Director, Bureau of the Budget on agency PR. US House, Committee on Appropriations, Subcommittee on Independent Offices, *Independent Offices Appropriations for 1953*, Part 1, public hearings. 82nd Cong., 2nd sess., 667-69.
- *Official Congressional Directory*: listing of Post Office Department’s Director of Public Relations, edition for 83rd Cong., 2nd sess. (through January 18, 1954) 417.
- Walter M. Phillips, *Toward a New Program of Public Information and Ceremony by the City Government of Philadelphia; Four-Year Report* (Philadelphia, PA: City of Philadelphia, October 1956).

File 2: Newspaper Articles

- “M’Carthy Studies ‘Subsidy’ to Press,” *NY Times*, April 14, 1953, 16.

- Henry Sudyam as press spokesperson (not assistant secretary for public affairs) for State Department, 1953-55. Paper-clipped packet.
- AP, "U.S. Tells its Writers: Plod, With Horse Sense," *NY Times*, December 26, 1955, 21.
- Michael Beschloss, "How Santa Claus Ended Up on NORAD's Radar," *NY Times*, December 20, 2015, BU-5. (Placed here because it recounts events in December, 1955.)

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

Note to Users: A reminder that this collection generally omits the major peer-review academic publications in public relations and public administration. Relevant historical articles are relatively easy to identify and download from the JSTOR database.

- Lee K. Jaffe, "Public Relations in Municipal Government," *Public Relations Journal* 6:1 (January 1950) 2-6.
- Cedric Larson, "New York City Police Department Launches New Public Relation [sic] Policy," *Journal of Criminal Law and Criminology* 41:3 (September-October 1950) 364-76.
- "Federal Thought Control," *Forbes* 66:7 (October 1, 1950) 14-17.
- "The Government & PR," *Tide* 24:40 (October 6, 1950) 49.
- Arthur B. Groos, "Training and Public Relations in Government," *[Public] Personnel Administration* 13:2 (November 1950) 8-11.
- Green Peyton, "Armed Forces Work Together in San Antonio," *Public Relations Journal* 7:3 (March 1951) 12-13.
- "The Propaganda Activities of Big Government Under Scrutiny" (Feature of the Month), *Congressional Digest* 30:5 (May 1, 1951) 131-60.
- Bruce Quisenberry, "What's Wrong with Government Information?" *Public Personnel Review* 13:2 (April 1952) 60-65.
- "How Civil Defense Built Public Interest," *Tide* 26:15 (April 11, 1952) 38-39.
- Robert Ramspeck, "Civil Service PR," *Public Relations Journal* 8:6 (June 1952) 8-10, 18.
- Byron E. Farwell, "Military Relations," *Public Relations Journal* 8:12 (December 1952) 13-15.
- "Government Public Relations," *Public Relations Journal* 9:1 (January 1953) 19-20, 33.
- "Bernays Urges Revision of Armed Services PR," *Tide* 27:3 (January 16, 1953) 34-35.
- (UK) Brian Inglis, "Government and the Press," *Cambridge Journal* 6:10 (July 1953) 579-90.
- Gladys M. Kammerer, "The Governor as Chief Administrator in Kentucky," *Journal of Politics* 16:2 (May 1954) 251-52.
- (UK) Ian Harvey, "Democracy can be Safeguarded by Public Relations," *Public Relations* 7:2 (January 1955) 11-12.
- Lee K. Jaffe, "Public relations – the new government service," *Public Relations Journal* 11:10 (October 1955) 74-79, 141.
- Francis E. Rouke, "Law Enforcement through Publicity," *University of Chicago Law Review* 24:2 (Winter 1957) 225-55.
- Eva Aronfreed, "The State of Public Relations in Philadelphia," *PR: The Quarterly Review of Public Relations* 2:2 (April 1957) 1-6. (Her 1958 dissertation listed below in "Other")

category. Also, another article by her in same journal in Fall, 1960 below in Subseries 6, File 3.)

- Reed L. Frischknecht, "State Extension Services and the Administration of Farm Price and Income Support Programs," *Western Political Quarterly* 10:2 (June 1957) 423-27.
- *Public Relations in the Service of Social Progress*, Proceedings of the First World Congress of Public Relations, Brussels, June 25-26-27, 1958 (Brussels: Belgian Centre of Public Relations, 1958):
 - James F. Kieley, "In-Service Training for Information Specialists in Medical Science and Health," 111-13.
 - Hal D. Steward, "Key to Public Relations Progress: Higher Standards of Ethics and Education," 113-__ (missing).
 - (Pan Dodd Eimon, "Public Relations and City Government," 140-41. See Series III, Subseries 12, File 4.)
 - Charles Hadfield (UK), "The Use of a Centralised Agency in the Production of Government Information Material in the Mass Media," 145-47.

File 4: Chapters and Excerpts from Books

- Chap. 23: "Public Relations," Historical Section, Public Information Division, US Coast Guard Headquarters, *The Coast Guard at War* (1950).
- Chap. 36: "Public Relations," W. Brooke Graves, *Public Administration in a Democratic Society* (Boston, MA: D. C. Heath, 1950).
- Elias Huzar, *The Purse and the Sword: Control of the Army by Congress through Military Appropriations, 1933-1950* (Ithaca, NY: Cornell University Press, 1950). Reprinted by Greenwood Press in 1971.
- J. A. R. Pimlott, *Public Relations and American Democracy* (Princeton, NJ: Princeton University Press, 1951). Reprinted by Kennikat Press (Port Washington, NY) in 1972.
- Chap. 22: "Government," Scott M. Cutlip and Allen H. Center, *Effective Public Relations: Pathways to Public Favor* [1st ed.] (Englewood Cliffs, NJ: Prentice-Hall, 1952).
- Chap. 7: "Building Public Support" and Chap. 32: "Administrative Responsibility and the Public Interest," John M. Pfiffner and R. Vance Presthus, *Public Administration*, 3rd ed. (NY: Ronald, 1953).
- Chap. 15: "Public Relations," Marshall E. Dimock and Gladys Ogden Dimock, *Public Administration* [1st ed.] (NY: Rinehart, 1953).
- Eleanor S. Ruhl, *Public Relations for Government Employees: An Action Program*, Personnel Report Series No. 524 (Chicago: Civil Service Assembly, 1953).
- John M. Swomley Jr., *Press Agents of the Pentagon* (Washington, DC: National Council Against Conscription, 1953).
- Lee K. Jaffe, *Newark Airport Public Relations: A Case History* (NY: Port of New York Authority, 1954).
- Leonard D. White, *Introduction to the Study of Public Administration*, 4th ed. (NY: Macmillan, 1955) 469.
- Fauneil J. Rinn, "Municipal Public Relations in 1954," *Municipal Year Book 1955* (Chicago: International City Managers' Association, 1955) 256-62.
- Barney Oldfield, *Never a Shot in Anger* (NY: Duell, Sloan and Pearce, 1956). Author was a PR officer for the US Army in Europe during WWII.

- Robert Lindsay, *This HIGH Name: Public Relations and the U.S. Marine Corps* (Madison: University of Wisconsin Press, 1956).
- Stanley Kelley Jr., *Professional Public Relations and Political Power* (Baltimore, MD: Johns Hopkins University Press, 1956). Mordecai's handwritten notes (circa 1971-72) on the relevance of book to government PR.
- Philip Selznick, *Leadership in Administration: A Sociological Interpretation* (NY: Harper & Row, 1957) and Mordecai's handwritten notes (circa 1971-72) on the relevance of book to government PR.
- Morris Janowitz, Deil Wright and William Delaney, *Public Administration and the Public – Perspectives toward Government in a Metropolitan Community*, Michigan Governmental Studies No. 36 (Ann Arbor: Bureau of Government, Institute of Public Administration, University of Michigan, 1958).
- (Located in Series III, Subseries 12, File 4: Pan Dodd Eimon, "Municipal Public Relations in 1957," *Municipal Year Book 1958* [Chicago: International City Managers' Association, 1958] 232-40.)
- Excerpts relating to government PR: Emmette S. Redford, *Ideal and Practice in Public Administration* (Tuscaloosa: University of Alabama Press, 1958) 80-88.
- Chap. 28: "Public Relations," Marshall E. Dimock, Gladys Ogden Dimock and Louis W. Koenig, *Public Administration*, rev. [2nd] ed. (NY: Rinehart, 1958).
- Chap. 27: "Public Relations," Paul C. Bartholomew, *Public Administration* (Paterson, NJ: Littlefield, Adams, 1959).
- Excerpts relating to government PR: Chap. 14: Wolfgang H. Kraus, "The Democratic Community and the Problem of Publicity," *Community (Nomos: Yearbook of the American Society of Political and Legal Philosophy*, Vol. II), edited by Carl J. Friedrich (NY: Liberal Arts Press, 1959).
- Bibliographic information or front-matter only:
 - Chap. 14: "Armed Forces Public Relations," Bernard R. Canfield, *Public Relations: Principles, Cases, and Problems*, rev. ed. (Homewood, IL: Richard D. Irwin, 1956).
 - Chap. 23: "Governments and Citizens," Scott M. Cutlip and Allen H. Center, *Effective Public Relations*, 2nd ed. (Englewood Cliffs, NJ: Prentice-Hall, 1958).
 - Bernard Rubin, *Public Relations and the Empire State: A Case Study of New York Administration* (New Brunswick, NJ: Rutgers University Press, 1958).

File 5: Other

- Film short: City government of Philadelphia (PA), "Philadelphia: On the March," 1951. Summary in Rick Prelinger, *The Field Guide to Sponsored Films* (San Francisco: National Film Preservation Foundation, 2006) 74.
- Excerpts from Donald W. Krimel, "The Public Communications Functions of the Federal Government." PhD dissertation, University of Wisconsin-Madison, 1955. And Mordecai's 1970s handwritten notes about it.
- Excerpts (TOC, bibliography and index) from Eva Aronfreed, "Public Relations as a Function of City Government: A Study of Municipal Public Relations in the City of Philadelphia." PhD dissertation, University of Pennsylvania, 1958. (See above and below for her articles in *PR: Quarterly Review of Public Relations* in April 1957 and Fall 1960 and her chapter in a 1961 book.)

- Joseph Willard, “Public Relations Policies and Practices in Federal Departments and Agencies.” PhD dissertation, Indiana University, 1959. Front-matter only.
- WorldCat/OCLC bibliographic entries:
 - Lewis C. Mainzer, “Congress and the Problem of Administrative Publicity,” master’s thesis, University of Chicago, 1950.
 - Marvin M. Black, *Public Relations for Municipalities*, Monograph #11. Bureau of Public Administration, University of Mississippi, 1950.
 - School Public Relations Committee, *School Public Relations: A Report* (Daytona Beach, FL: Southern States Work-Conference on Educational Programs, 1951).
 - Harry D. Knight, “Press Criticism of the Public Relations Function in Government, 1918-1952,” master’s thesis, University of Wisconsin-Madison, 1953.
 - Richard L. Robertson, “An Investigation of the Developments and Operations of Public Information Programs of the Federal Executive Agencies,” master’s thesis, University of Minnesota, 1953.

Subseries 6: 1960s

File 1: Government Documents and Publications

- February 1, 1962: explanation of rationale for agency’s public information program. US House, *First Annual Report of the U.S. Arms Control and Disarmament Agency*. 87th Cong., 2nd sess., House Document No. 326, 18.
- March 15, 1961: goal of Air Force community relations program. US House, Committee on Appropriations, Subcommittee on Department of Defense Appropriations, *Department of Defense Appropriations for 1962; Part 2: Operation and Maintenance*, public hearings. 87th Cong., 1st sess., 989.
- May-June 1963: US Department of Agriculture (USDA) conducts referendum on wheat policy for wheat farmers to vote on:
 - May 8 & 22, 1963: Comments by President Kennedy at press conferences
 - June 19, 1963: Minnesota Congressman complains about the department’s PR effort to lobby farmers to vote yes.
 - June 25, 1963: Wisconsin Congressman complains about the department’s PR effort to lobby farmers to vote yes.
- August 6, 1963: Memo from Bud Lyon, to Edwin R. Bayley, Agency for International Development (AID), Subject: Public Information Staffing in other Agencies.
- 1966-69: Senate Appropriation Committee presses the National Institutes of Health (NIH) to increase its PR program:
 - September 22, 1966: US Senate, *Departments of Labor, and Health, Education, and Welfare, and Related Agencies Appropriation Bill, 1967*, 89th Cong., 2nd sess., Senate Report No. 1631, 31-32.
 - April 27, 1967: US Senate, Committee on Appropriations, *Departments of Labor, and Health, Education, and Welfare, and Related Agencies Appropriations for Fiscal Year 1968*, public hearings. 90th Cong., 1st sess., 1742-44 and “Special Report: NIH Public Information Activities [1967],” 2143-50.
 - August 1, 1967: US Senate, *Departments of Labor, and Health, Education, and Welfare, and Related Agencies Appropriation Bill, 1968*, 90th Cong., 1st sess., Senate Report No. 469, 30-31.

- May 1, 1968: US Senate, Committee on Appropriations, *Departments of Labor, and Health, Education, and Welfare, and Related Agencies Appropriations for Fiscal Year 1969*, public hearings. 90th Cong., 2nd sess., 1754-74 and “Special Report: NIH Public Information Activities [1968],” 1755-73.
- May 5, 1967: US House, Committee on Appropriations, *Department of Defense Appropriations for 1968, Part 5: Operation and Maintenance*, public hearings. 90th Cong., 1st sess., Navy PR budget, 537-38.
- March 1, 1968: US House, Committee on Appropriations, Subcommittee on Department of Defense, *Department of Defense Appropriations for 1969, Part 1*, public hearings. 90th Cong., 2nd sess., 1029-32. Includes Navy stating that a goal of its PR program is to generate support for the Vietnam War (1032).
- April 22 & 25, 1968: US House, Committee on Appropriations, Subcommittee on Department of Defense, *Department of Defense Appropriations for 1969, Part 4: Operation and Maintenance*, public hearings. 90th Cong., 2nd sess., 664-66, 827-29.
- March 25, 1969: US House, Committee on Appropriations, Subcommittee on Department of Defense, *Department of Defense Appropriations for 1970, Part 2: Operation and Maintenance*, public hearings. 91st Cong., 1st sess., 209-13.
- July 30, 1969: US Senate, Committee on Appropriations, Subcommittee on Department of Defense, *Department of Defense Appropriations for Fiscal Year 1970, Part 3*, public hearings. 91st Cong., 1st sess., 733. Navy asks Senate to reverse House cuts in funds for exhibits.
- December 1969: Excerpts from two of a series of floor speeches by Senator J. William Fulbright (D-AR) criticizing Defense Department PR. *Congressional Record* 115:27 (December 2 & 4, 1969) 36317-44, 37003-12. His speeches were then reformatted and published as *The Pentagon Propaganda Machine* (NY: Liveright, 1970).

File 2: Newspaper Articles

- George Dixon, “The Brazen Image” (Washington Scene column), *Washington Post*, November 9, 1961, A23.
- April, 1965: Paper-clipped articles about NY Police Department’s Deputy Commissioner for Community Relations.
- July 4, 1966: Behind-the-scenes documents on President Lyndon Johnson’s signing of the Freedom of Information Act (FOIA). Ted Bridis, “40 Years Ago, FOIA Vexed President Johnson,” *Washington Post*, July 3, 2006. (Placed here due to timeliness.)
- AP, “\$425-Million goes for U.S. Publicity,” *NY Times*, March 19, 1967, 29.
- AP, “Tax Bill for U.S. Publicity: 425 Million a Year!” *Chicago Tribune*, March 19, 1967, A1-A2.
- Walter Trohan, “Report from Washington” (column), *Chicago Tribune*, March 25, 1967, A14.
- Henry J. Taylor, “In Perspective: Costly Image-Making,” *Hartford [CT] Courant*, March 28, 1967, 18.
- John Dunning, “Government Information Lag Laid to Lack of Specialists,” *Denver [CO] Post*, March 14, 1968.
- “Cohen Outlines Role for U.S. Press Agents,” *[Washington, DC] Federal Times*, May 8, 1968.

- “PRs Take a Look,” [Washington, DC] *Federal Times*, June 5, 1968.
- “Laird Hit Information Lack; But He Wore Other Hat Then,” [Washington, DC] *Federal Times*, June 18, 1969.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

Note to Users: A reminder that this collection generally omits the major peer-review academic publications in public relations and public administration. Relevant historical articles are relatively easy to identify and download from the JSTOR database.

- Eva Aronfreed, “Understanding Municipal Public Relations,” *PR: Quarterly Review of Public Relations* 5:4 (Fall 1960) 2-10. (In Subseries 5 [1950s] above, see her earlier article in this journal and her dissertation.)
- Frederick H. Mueller, “Government’s True Role in Public Relations,” *Public Relations Journal* 16:11 (November 1960) 9-10.
- MacAlister Brown, “The Demise of State Department Public Opinion Polls,” *Midwest Journal of Political Science* 5:1 (February 1961) 1-17.
- Part 5: “Publicity,” Robert B. McKay, “Sanctions in Motion: The Administrative Process,” *Iowa Law Review* 49:2 (Winter 1964) 457-58.
- Richard Dixon, “Imagination Sparks Public Relations Programs of German Cities” and “N.Y. Towns See PR Benefits in Signs, Seals, Slogans, Flags,” *Nation’s Cities* 2:3 (April 1964) 24-25, 30.
- William Ruder, “Why the Government Took its Wares to Business,” *Public Relations Journal* 20:6 (June 1964) 20-21.
- PR in federal government: Thomas W. Miles, “Public Relations Practice in Washington,” *Public Relations Quarterly* 9:3 (?) (Fall 1964) 13-15.
- PR in federal government: Harold N. Weiner, “Public Relations in Health and Welfare,” *Public Relations Quarterly* 10:3-4 (Winter 1966) 80.
- Edward M. Glick, “Press-Government Relationships: State and H-E-W [Health, Education and Welfare] Departments,” *Journalism Quarterly* 43:1 (Spring 1966) 49-56, 66.
- Gerald J. Keir, “Government Public Relations and the Press in Michigan,” *Journalism Quarterly* 43 (Autumn 1966) 551-52.
- “State PR Sessions for Welfare Officials,” *Thirteen Thirteen* [publication of the Center for Public Administration at the University of Chicago; the building’s number in its street address was 1313] 2:4 (March-April 1967) 4.
- Harry W. Reynolds Jr., “Some Neglected Aspects of Public Relations in Local Government,” *Public Relations Quarterly* 12:2 (Summer 1967) 31-40.
- “The Arts & Uses of Public Relations” (essay), *Time* magazine, July 7, 1967.
- Carlton E. Spitzer, “Public Information in Government Policy,” *Public Relations Journal* 24:2 (February 1968) 24-26.
- Joseph H. Rosapepe, “How to Collect \$155-Billion,” *Public Relations Journal* 24:4 (April 1968) 31-33.
- Carlton E. Spitzer, “Goofs, Flak, and Public Policy” (speech), Rotary Club of Houston (TX), May 1, 1969.

- “Washington Focus: Pressure on ‘open’ news policy?” *Public Relations Journal* (August 1969) 4.
- “Washington Focus: Administration’s communications problems affect policy,” *Public Relations Journal* (November 1969) 6.

File 4: Chapters and Excerpts from Books

- Subchapter on “Public Relations,” Herbert Kaufman, *The Forest Ranger: A Study in Administrative Behavior* (Baltimore, MD: Johns Hopkins University Press for Resources for the Future, 1960) 195-97.
- “Maintaining Relations with the Unorganized Public,” John M. Pfiffner and Robert V. Presthus, *Public Administration*, 4th ed. (NY: Ronald, 1960) 165-74.
- Chap. 8: “Manipulating Public Opinion,” Francis E. Rourke, *Secrecy and Publicity: Dilemmas of Democracy* (Baltimore, MD: Johns Hopkins University Press, 1961).
- *The Public Relations of Local Governments*, conference proceedings (The Hague, Netherlands: Martinus Nijhoff for the International Union of Local Authorities, 1962), including:
 - Lee K. Jaffe, “Public Relations in Local Government” (first two pages only)
 - Hans-Jochen Vogel, “Public Relations Activities in Munich,” 23-30
 - Lee S. Corter, “Public Relations Objectives and Issues” (first page only)
 - Abe S. Rosen, “Public Relations Activities and Means” (first two pages only)
- Eva Aronfreed, “Public Relations as a Function of Local Government in the United States,” *Local Government in the United States of America*, conference proceedings (The Hague, Netherlands: Martinus Nijhoff for the International Union of Local Authorities, 1962) 71-89. (In File 3 above, see her earlier article; in Subseries 5 [1950s] above see another of her articles and her dissertation.)
- Brief reference to Army PR officers in Pearl Harbor: Roberta Wohlstetter, *Pearl Harbor: Warning and Decision* (Stanford, CA: Stanford University Press, 1962) 30.
- Andrew Berding, *Foreign Affairs and You! How American Foreign Policy is Made and What it Means to You* (Garden City, NY: Doubleday, 1962). He was Assistant Secretary of State for Public Affairs during the Eisenhower administration.
- Chap. 4: “Madison Avenue in Uniform,” Fred J. Cook, *The Warfare State* (NY: Macmillan, 1962).
- 1963 public service campaign by the Post Office Department when introducing ZIP codes: Devin Leonard, *Neither Snow Nor Rain: A History of the United States Postal Service* (NY: Grove, 2016) 142. Placed here because this is when the campaign occurred.
- Bernard C. Cohen, *The Press and Foreign Policy* (Princeton, NJ: Princeton University Press, 1963). Mordecai’s handwritten notes from the early 1970s on the relevance of book to government PR.
- Paul Y. Hammond, “Super Carriers and B-36 Bombers: Appropriations, Strategy and Politics,” *American Civil-Military Decisions: A Book of Case Studies*, edited by Harold Stein (Tuscaloosa: University of Alabama Press, 1963). Sections relating to PR battles in 1949-50 between the Navy and Air Force.
- Dan D. Nimmo, *Newsgathering in Washington: A Study in Political Communication* (NY: Atherton/Prentice-Hall, 1964). Includes Mordecai’s handwritten notes from the early 1970s on the relevance of book to government PR.

- Chap. 21: “Public Relations,” Marshall E. Dimock and Gladys Ogden Dimock, *Public Administration*, 3rd ed. (NY: Holt, Rinehart & Winston, 1964).
- Martha Derthick, *The National Guard in Politics* (Cambridge, MA: Harvard University Press, 1965.) Discussion of PR, propaganda and lobbying. (Mordecai got to know Derthick when both were at the Brookings Institution when he was there in 1972-74, including playing volleyball together on Sundays!)
- Chap. 11: “Public Relations,” Felix A. Nigro, *Modern Public Administration* [1st ed.] (NY: Harper & Row, 1965). Only first and last pages of chapter.
- (UK) Marjorie Ogilvy-Webb, *The Government Explains: A Study of the Information Services* (London: George Allen and Unwin, 1965).
- Section 32a: “Government and Politics,” Scott M. Cutlip, *A Public Relations Bibliography*, 2nd ed. (Madison: University of Wisconsin Press, 1965) 206-229.
- John Mecklin, *Mission in Torment: An Intimate Account of the U.S. Role in Vietnam* (Garden City, NY: Doubleday, 1965). He was the chief information officer for the US in Vietnam.
- Chap. 15: Robert J. Manning, “Journalism and Foreign Affairs,” *The Responsibility of the Press*, edited by Gerald Gross (NY: Fleet, 1966) 184-98.
- Walter Gellhorn, *When American Complain: Governmental Grievance Procedures* (Cambridge, MA: Harvard University Press, 1966). Mordecai’s typed notes from the early 1970s on the relevance of book to government PR.
- Marion C. Tureck, “Municipal Public Relations in 1966,” *Municipal Year Book 1967* (Chicago: International City Managers’ Association, 1967) 242-75.
- Jacques Ellul, *The Political Illusion* (NY: Knopf, 1967). Mordecai’s typed and handwritten notes from the early 1970s on the relevance of book to government PR.
- Clark R. Mollenhoff, *The Pentagon: Politics, Profits and Plunder* (NY: Putnam, 1967). Also Mordecai’s notes from the early 1970s on the relevance of book to government PR.
- William McGaffin and Erwin Knoll, *Anything But the Truth: The Credibility Gap – How the News is Managed in Washington* (NY: G. P. Putnam, 1968).
- John P. Leacacos, *Fires in the In-Basket: The ABC’s of the State Department* (Cleveland, OH: World, 1968).
- John Hohenberg, *The News Media: A Journalist Looks at his Profession* (NY: Holt, Rinehart and Winston, 1968).
- Walter Goodman, *The Committee: The Extraordinary Career of the House Committee on Un-American Activities* (NY: Farrar, Straus & Giroux, 1968). Mordecai’s handwritten notes from the early 1970s on the relevance of book to government PR.
- Ray E. Hiebert and Carlton E. Spitzer (eds.), *The Voice of Government* (NY: Wiley, 1968):
 - John E. Moss, “Future Problems and Prospects,” 25-36
 - Carlton E. Spitzer, “Information and Policy,” 49-65
 - William G. McNamara, “Communicating at the Grassroots,” 141-59
 - Roy L. Swift, “Using Special Events,” 271-86
 - Bernard Posner, “Preparing Promotional Campaigns,” 287-99
 - Bibliography, 341-47
- Lon L. Fuller, *The Morality of Law*, rev. ed. (New Haven, CT: Yale University Press, 1969).
- Chap. 31: “The Public and Its Government,” Marshall E. Dimock and Gladys Ogden Dimock, *Public Administration*, 4th ed. (NY: Holt, Rinehart & Winston, 1969). Also

Mordecai's handwritten notes from the early 1970s on the relevance of book to government PR.

- E. E. Schattschneider, *Two Hundred Million Americans in Search of a Government* (NY: Holt, Rinehart & Winston, 1969). Also Mordecai's typed notes from the early 1970s on the relevance of book to government PR.
- Delmer D. Dunn, *Public Officials and the Press* (Reading, MA: Addison-Wesley, 1969). Also Mordecai's hand-written notes from the early 1970s on the relevance of book to government PR.
- Emmette S. Redford, *Democracy in the Administrative State* (NY: Oxford University Press, 1969).
- Bibliographic information or front-matter only: Bernard R. Canfield, *Public Relations: Principles, Cases, and Problems* (Homewood, IL: Richard D. Irwin):
 - Chap. 14: "Armed Forces Public Relations," 3rd ed., 1960.
 - Chap. 16: "Armed Forces Public Relations," 5th ed., 1968.

File 5: Other

- Thomas J. Bennett, "Government Publicity and Democratic Press Theory." PhD dissertation, University of Illinois, 1962. Front-matter only.
- Miriam E. Bass, *Selected Bibliography on Municipal Public Relations* (Knoxville: Library of the Municipal Technical Advisory Service, Division of University Extension, University of Tennessee, 1964).
- Lamar Seal Mackay, "Domestic Operations of the Office of War Information in World War II," excerpts from PhD dissertation in Mass Communication, University of Wisconsin-Madison, 1966.
- Felice M. Goodman, "Origins of a Continuing Conflict: Executive vs. Congress over the Public Relations Function in Government, 1900-1913," master's thesis, University of Wisconsin-Madison, 1967.
- National Security Archive, "Freedom of Information at 40: LBJ Refused Ceremony, Undercut Bill with Signing Statement, July 4, 1966." Online, accessed May 24, 2017: <http://nsarchive.gwu.edu/NSAEBB/NSAEBB194/>
- WorldCat/OCLC bibliographic entries:
 - Virgil M. Newton, *The Press and Bureaucracy* (text of address at University of Arizona) 1961.
 - *The Governor and Public Information; Selected Methods Employed by Governors' Offices in Communicating with the Public* (Chicago: Council of State Governments, 1961).
 - Richard L. Kolbe, "Public Relations and American Administration," PhD dissertation, Princeton University, 1962.
 - Frank T. McGowan, "The Public Relations Techniques Employed in the Lake County Public Elementary Schools," master's thesis, DePaul University, 1964.
 - United States Conference of Mayors, *Community Relations Service*, serial, 1965-66 (?).
 - George O. Gillingham, *Behind Washington's Paper Curtain: An ABC of Government Public Relations* (Philadelphia, PA: Dorrance, 1968).

Subseries 7: 1970s

File 1: Government Documents and Publications

- May 13, 1970: Navy testifies before Congress that the goal of its PR program is to generate public support for itself. US Senate, Committee on Appropriations, *Department of Defense Appropriations for Fiscal Year 1971*, Part 1, public hearings. 91st Cong., 2nd sess., 947, 950.
- Barry Zorthian, "Effective Press Relations," *Marine Corps Gazette* 54:6 (June 1970) 38-42.
- Barry Zorthian, "A Press Relations Doctrine for the Foreign Service," *Foreign Service Journal* 48:2 (February 1971) 20-23, 55-56.
- April 9, 1971: Speech by Lynn Seeber, General Manager of the Tennessee Valley Authority (TVA), on importance of public relations, 4-5, 9-10. (As part of his graduate studies in public administration, Mordecai was an administrative intern at the TVA's headquarters office in Knoxville [TN] in the summer of 1971.)
- 1971: Effort to compile directory of federal PR personnel by the Subcommittee on Foreign Operations and Government Information, House Committee on Government Operations:
 - Mary 26, 1971: Sample form letter from William S. Moorhead, Subcommittee Chair, to Secretary of State George Shultz
 - November 12, 1971: draft list compiled with responses
- US Government Printing Office (GPO), *How to Keep in Touch with U.S. Government Publications*, pamphlet, 1972.
- March 27, 1972: Testimony by Robert O. Beatty, Assistant Secretary for Public Affairs of the Department of Health, Education and Welfare. US House, Committee on Government Operations, Subcommittee on Foreign Operations and Government Information, *U.S. Government Information Policies and Practices – Administration and Operation of the Freedom of Information Act*, Part 5, public hearings. 92nd Cong., 2nd sess. Also: Beatty's handout and prepared statement of his testimony.
- April 19, 1972: Testimony of William L. Webb, President, Government Information Organization (the professional association of federal PR officers). US House, Committee on Government Operations, Subcommittee on Foreign Operations and Government Information, *U.S. Government Information Policies and Practices – Administration and Operation of the Freedom of Information Act*, Part 6, public hearings, 2154-59. 92nd Cong., 2nd sess.
- May 25, 1972: US House, Committee on Government Operations, *Department of Community Development Act*, 92nd Cong., 2nd sess., H. Report 92-1096. Recommends creating in the proposed Department of Community Development an assistant secretaryship for Congressional relations.
- September 20, 1972: US House, Committee on Government Operations, *Administration of the Freedom of Information Act: Twenty-First Report*, 92nd Cong., 2nd sess., H. Report 92-1419. Copy in folder limited to comments relating to government PR in general. In particular:
 - Part V: "Public Information Experts" and FOIA
 - Part VII: "Public Information versus Publicity"
 - Part X: Legislative Recommendations: revise current federal limitations on PR to upgrade federal agency PR (p. 84).
 - Rep. Abzug's views on sex discrimination in staffing (pp. 87-89).

- Text deleted by the full Committee from the Subcommittee's draft as too partisan: "The Public Information Professionals." This deleted section would have been placed right after p. 63 of the published report.
 - Early draft of the deleted section from the subcommittee: "The Government Information Elite"
- June 12, 1973: confirmation hearing for Lewis M. Helm to be Assistant Secretary for Public Affairs of the Department of Health, Education and Welfare. US Senate, Committee on Finance, *Nominations of James S. Dwight, Jr., William A. Morrill, and Lewis M. Helm*, public hearings. 93rd Cong., 1st sess.
- 1973: US Information Agency (USIA), "Organization and Mission," pp. C-1 to C-6, from official agency manual. Undated, obtained in May 1973 from USIA Library.
- February 5, 1974: Speech by William E. Simon, Administrator, Federal Energy Office, at National Press Club, on importance of public communication.

File 2: Newspaper Articles and National TV News Networks

- James P. Sterba, "Army's Newsmen Want to 'Tell it Like it Is'," *NY Times*, January 11, 1970, 167.
- "Crisis Spokesman" (profile of State Department spokesman Robert McCloskey), *Newsweek*, October 5, 1970, 106.
- "Bright Government Printing" (editorial), *Washington Post*, December 5, 1970, A14.
- Joseph P. Fried, "A Training School for Public Relations – Military Style," *NY Times*, June 12, 1971, 12.
- Mike Causey, "Federal Diary" (daily column), *Washington Post* (paper-clipped):
 - "Upgrading of Publicity Aides Asked," March 30, 1972.
 - "Federal Flacks Gear Up for Nov. 7," September 14, 1972, F5.
 - "Political Use of Bureaucrats on Rise," October 30, 1972, B9.
 - "Retirees Target of GOP Campaign," October 31, 1972, B13.
 - "Tax Money Used to Criticize Spending," November 3, 1972, D13.
- "Gibson Questioned Over Paper," *NY Times*, June 13, 1972, 47. (Direct contact by gov to citizens, gazette-style publication; bypassing the media.)
- United Press International (UPI), "State Department's List Linked to Political Mailing," *NY Times*, September 28, 1972.
- Bill Andronicos, "Public Information Officers Often Suffer from Agency Indifference" (part 2 of a 2-part series), [*Washington DC*] *Federal Times*, October 18, 1972.
- Commentaries aired during news broadcasts of national TV networks (transcripts):
 - Howard K. Smith, December 20, 1972, ABC Evening News
 - David Brinkley, January 3, 1973, NBC Nightly News
 - David Brinkley, January 17, 1973, NBC Nightly News
- Elliot L. Richardson, "Restoring Confidence in Justice" (excerpts of speech), *Washington Post*, August 11, 1973, A16.
- Question about Robert McCloskey in "Walter Scott's Personality Parade," *Parade Magazine* (Sunday supplement), *Washington Post*, December 2, 1973, 2.
- US Department of Commerce, Assistant Secretary for Science and Technology, "Information Resources Exposition" (ad), *Washington Post*, *Potomac Magazine* Sunday supplement, March 17, 1974, 3.

- “Col. R. Ernest Dupuy, 88, Dead: Publicist and Military Historian,” *NY Times*, April 26, 1975, 30.
- David Shaw, “Newsmen: Public Job has Risks,” *LA Times*, February 28, 1978, B3, B14.
- Raymond Coffey, “Taxpayers footing bill for army of admen,” *Chicago Tribune*, April 23, 1978, 1, 30.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

Note to Users: A reminder that this collection generally omits the major peer-review academic publications in public relations and public administration. Relevant historical articles are relatively easy to identify and download from the JSTOR database.

- Carlton E. Spitzer, “Washington Focus: USIA: Voice of America – or Administration?” *Public Relations Journal* (January 1970 [?]) 4.
- “Down with PR,” *Government Executive* (January 1970) 20.
- “More PIO shifts in the works?” *Government Executive* (March 1970) 13.
- Anthony Lake, “Lying around Washington,” *Foreign Policy* 2 (Spring 1971) 91-113.
- John Rothchild, “The stories reporters don’t write,” *Washington Monthly* (June 1971) 20-27.
- Harry Ashmore, “The Pentagon Papers as a case history: Government by public relations,” *The Center Magazine* 4:5 (September-October 1971) 21-28. Mimeograph pre-publication version.
- Joseph S. Rosapepe, “Neither Pinkertons nor publicity men,” *Public Relations Journal* 27:10 (October 1971) 12-17, 49-50.
- References to PR officers at independent regulatory commissions: Jules Witcover, “Washington’s uncovered power centers,” *Columbia Journalism Review* 10:6 (March-April 1972) 14-19.
- Robert O. Beatty, “Advocates for the Public,” *Public Relations Quarterly* 17:1 (Summer 1972) 12-13, 24.
- C. W. Borklund, “Let’s Hear it for the Flacks” (editorial), *Government Executive* (October 1972) 11.
- Mordecai Lee, “Government PR: Perspectives on the Pentagon,” *Maxwell Review* 9:2 (Spring 1973) 101-05.
- Brit Hume and Mark McIntyre, “Polishing Up the Brass,” *[MORE]: A Journalism Review* 3:5 (May 1973) 6-8.
- “Bonnie Angelo addresses GIO,” *GIO [Government Information Organization] Communicator* 3:4 (May 1973) 1. Attached: Mordecai’s typed notes of her talk.
- Andrew C. Gordon, John P. Heinz, Margaret T. Gordon and Stanley W. Divorski, “Public Information and Public Access: A Sociological Interpretation,” *Northwestern University Law Review* 68:2 (May-June 1973) 280-308.
- Ernest Gellhorn, “Adverse Publicity by Administrative Agencies” *Harvard Law Review* 86:8 (June 1973) 1380-1441.
- Carlton E. Spitzer, “Three Ways to Improve Government Information,” *Public Relations Journal* 29:8 (August 1973) 16-17.
- Robert A. Martin, “Giving Light to the People: Public Relations for the Courts,” *Judicature* 57:5 (December 1973) 190-93.

- Tom Kell, "Open Government Called For," item in "Worth Noting" column, *Civil Service Journal* 14:3 (January-March 1974) inside back cover.
- Eileen M. Courter, "Putting the Resident Pollyanna to Work," *Public Welfare* 32:2 (Spring 1974) 53-56.
- John G. Stewart, "How the Executive Branch is Staffed for Public Affairs," *GIO [Government Information Organization] Communicator* 4:5 (May 1974) 2-3.
- William M. Ragan, "MBO [Management by Objectives] and the Public Affairs Function," *GIO [Government Information Organization] Communicator* 4:7 (July 1974) 3-4.
- John W. Hall, "Government and the Media: The Outlook for a Critical Relationship," *The Bureaucrat* 3:3 (October 1974) 301-15.
- Scott M. Cutlip, "Public Relations in the Government," *Public Relations Review* 2:2 (Summer 1976) 5-28.
- David H. Brown, "Information Officers and Reporters: Friends or Foes?" *Public Relations Review* 2:2 (Summer 1976) 29-38.
- "How the Carter Administration Communicates," *PRSA [Public Relations Society of America] Special Report* (June 1977) entire issue.
- Terry L. Rosen, "Office of Citizen Response: The Denver Experience," *PAR* 37:5 (September-October 1977) 528-32.
- "Gov't PIOs rate media news coverage," *Editor & Publisher* 110:50 (December 10, 1977).
- Thomas Kell, "Research and Evaluation: The Wilderness of Government Public Relations," *Journal of Public Communication* 4 (Winter 1978) 1-11.
- Kenneth H. Rabin, "Why the Institute for Government Public Information Research?" *Journal of Public Communication* 4 (Winter 1978) 12-16. Note: Mordecai wrote an article about the short life of this institute: "The Short Life of the Government Public Relations Association in the US, 1949-1958," *Public Relations Review* 34:3 (September 2008) 279-81. See below: Subseries 11, Part A, File 3.
- Donovan McClure, "The Woes of a Government PR Man," *Washington Monthly* 9:12 (February 1978) 32-33.
- Dom Bonafede, "The Selling of the Government – Flackery and Public Service," *National Journal* (July 23, 1977) 1140-45.
- Ramon J. Geremia, "Public Affairs and Policy Impact," *Southern Review of Public Administration* 2:2 (September 1978) 208-20.

File 4: Chapters and Excerpts from Books

- Phil G. Goulding, *Confirm or Deny: Informing the People on National Security* (NY: Harper & Row, 1970). Also: 1998 obits in *NY Times* and *Washington Post*.
- Location of public affairs officer in NASA's Missions Operation Control Room: Norman Mailer, *Of a Fire on the Moon* (NY: Signet, 1970) 262.
- O. J. Firestone, *The Public Persuader: Government Advertising* (Toronto: Metheun, 1970) 18.
- Chap. 10: "Public Relations" Felix A. Nigro, *Modern Public Administration*, 2nd ed. (NY: Harper & Row, 1970). Only first and last pages of chapter. Attached: Mordecai's handwritten notes from the early 1970s.

- Derek Shearer, "The Pentagon Propaganda Machine," *The Pentagon Watchers*, edited by Leonard S. Rodberg and Derek Shearer (Garden City, NY: Anchor/Doubleday, 1970) 99-142.
- (UK) Fife Clark, *The Central Office of Information* (London: George Allen & Unwin, 1970).
- Mark V. Nadel, *The Politics of Consumer Protection* (Indianapolis, IN: Bobbs-Merrill, 1971).
- Institute for Interdisciplinary Studies, American Rehabilitation Foundation, *Information and Referral Centers: A Functional Analysis*. Report to the Administration on Aging, US Department of Health, Education, and Welfare (February 1971).
- Robert L. Bishop and LaMar S. Mackay, *Mysterious Silence, Lyrical Scream: Government Information in World War II*, No. 19 of *Journalism Monographs* (Lexington, KY: Association for Education in Journalism, May 1971).
- Howard Stephenson, ed., *Handbook of Public Relations: The Standard Guide to Public Affairs and Communications*, 2nd ed. (NY: McGraw-Hill, 1971):
 - Chap. 9: Jules Renaud, "Federal Government," 179-92
 - Chap. 10: Edmund L. Castillo, "Local Government," 193-218
 - Chap. 27: Joseph S. Rosapepe, "Newspapers," 671-703
 - (Not in packet: Chap. 11: Anthony Dreyer, "Military," 219-___)
- Ben H. Bagdikian, *The Effete Conspiracy and Other Crimes by the Press* (NY: Harper & Row, 1972).
- David Halberstam, *The Best and the Brightest* (NY: Random House, 1972).
- James C. Charlesworth, *Governmental Administration* (Westport, CT: Greenwood, 1972).
- Richard Dyer MacCann, *The People's Films: A Political History of U.S. Government Motion Pictures* (NY: Hastings House, 1973).
- David Wise, *The Politics of Lying: Government Deception, Secrecy, and Power* (NY: Random House, 1973).
- Charles McCarry, *Citizen Nader* (NY: New American Library, 1973). Mordecai's typed notes from the early 1970s on relevance to government PR.
- Roderick MacLeish, *A City on the River* (NY: E. P. Dutton, 1973).
- Charles E. Bohlen, *Witness to History, 1929-1969* (NY: W. W. Norton, 1973).
- Daniel J. Boorstin, *The Americans: The Democratic Experience* (NY: Random House, 1973).
- Robert L. Bishop (ed.), *Public Relations: A Comprehensive Bibliography, 1964-1972* (Ann Arbor, MI [?]: A. G. Leigh-James, 1974). Sections relating to government PR.
- Chap. 7: William L. Rivers, Susan Miller and Oscar Gandy, "Government and the Media," *Political Communication: Issues and Strategies for Research*, edited by Steven H. Chaffee (Beverly Hills, CA: Sage, 1975).
- Chap. 10: William H. Gilbert, "Special Reports and Events," *Public Relations in Local Government*, edited by William H. Gilbert (Washington, DC: International City Management Association, 1975).
- Subchapter on "External Communication," Ivan L. Richardson and Sidney Baldwin, *Public Administration: Government in Action* (Columbus, OH: Charles E. Merrill, 1976).
- Chap. 13: "Public Relations," Felix A. Nigro and Lloyd G. Nigro, *Modern Public Administration*, 4th ed. (NY: Harper & Row, 1977).
- Subchapter on "External Constituencies," Harold F. Gortner, *Administration in the Public Sector* (NY: John Wiley & Sons, 1977).

- David Morgan, *The Capitol Press Corps: Newsmen and the Governing of New York State* (Westport, CT: Greenwood, 1978).
- Bibliographic entries (paper-clipped):
 - William O. Chittick, *State Department, Press, and Pressure Groups: A Role Analysis* (NY: Wiley-Interscience, 1970).
 - Pamela Anderson and Harlan Hobgood, *Public Relations in Government: Student Manual* (Iowa City, IA: Institute of Public Affairs, University of Iowa, 1972).
 - Leon V. Sigal, *Reporters and Officials: The Organization and Politics of Newsmaking* (Lexington, MA: D. C. Heath, 1973).
 - National Clearinghouse on Aging, US Administration on Aging, *Public Information Activities for State and Area Agencies on Aging* (Washington, DC: US Department of Health, Education, and Welfare, 1976 [?]).
 - (Australia) Doug Stewart, *Publicising Governmental Programs in Country Areas*, paper presented at annual conference of Australasian Political Studies Association, 1975.
 - Council of Home Health Agencies and Community Health Services, *Publicity for Your Community Health Agency*, rev. ed. (NY: National League for Nursing, 1978).

File 5: Other

- Paper-clipped packet from *Sage Public Administration Abstracts* (Beverly Hills, CA: Sage, 1970s):
 - #137: Bunny Carr, "Policy in Public," *Public Affairs Leargas* 6:4 (December 1973) 2-4.
 - #185: Tom Geraghty, "Community Liaison Officers," *Public Affairs Leargas* 5:10 (June 1973) 12-13.
 - #360: Charles T. Goodsell, "Bureaucratic Manipulation of Physical Symbols," *American Journal of Political Science* 21:1 (February 1977) 79-91.
 - #671: Samuel Ball and Scarvia B. Anderson, "Dissemination, Communication, and Utilization," *Education and Urban Society* 9:4 (August 1977) 451-70.
 - #770: Lee S. Vickers and James Brown, "Basics of Public Relations for Small Communities," *Management Information Service Report* 10:4 (April 1978) 1-13.
- Kalman B. Druck, "Public Relations – An Idea Whose Time has Come," address to Public Relations Society of America, Washington DC, November 16, 1971 (mimeograph).
- Samuel J. Archibald, syllabus and bibliography for course "Public Relations and Government," American University, Fall 1971.
- Professor (and Dean) Ray E. Hiebert, syllabus and bibliography for course Journalism 420: "Government and Mass Communications," University of Maryland (College Park campus), Fall 1972.
- Dale Mann, "Public Relations as Community Control in Urban Education," paper presented at annual conference of the American Political Science Association, Washington DC, September 5-9, 1972 (mimeograph).
- Mike Causey ("Federal Diary" columnist in *Washington Post*), Address to Federal Editors Association (FEA), May 5, 1973. Mordecai's typed notes.
- Robert J. McCloskey (State Department spokesperson), Address to National Press Club, Washington, DC, May 10, 1973 (mimeograph).

- Flier for workshop on “Applications in New Communication Technology,” November 2-3, 1973, at the Center of Adult Education, University of Maryland, College Park. Sponsored by the DC chapter of the Society for Technical Communication.
- Joyce Morrison, “Government Information -- Endangered Species,” from the mid-1970s, about 1973. She was the public information officer of the Federal Power Commission and was active in the Government Information Organization (GIO). This was probably a draft for an article or speech (perhaps at a GIO monthly meeting), but apparently it was never delivered or published. Mordecai obtained it while doing his dissertation research in 1972-74 at the Brookings Institution.
- Public Relations Society of America, flier for workshop on “Trends and Practices in Government Public Relations,” Washington DC, November 20-21, 1974.
- Anthony G. White, “Municipal Public Relations: A Selected Bibliography 1960-1974,” *Exchange Bibliography* #1255, Council of Planning Librarians, 1977.
- Cover letter from Kenneth H. Rabin, Executive Director of the Institute for Government Public Information Research (American University) and Wesley Pederson, President, National Association of Government Communicators (NGAC), to all NGAC members with a survey of government PR professionals [not in file], March 21, 1979. Note: Mordecai wrote an article about the short life of this institute: “The Short Life of the Government Public Relations Association in the US, 1949-1958,” *Public Relations Review* 34:3 (September 2008) 279-81. See below: Subseries 11, Part A, File 3.
- Correspondence between Scott Cutlip and Mordecai, 1974-75.

Subseries 8: 1980s

File 1: Government Documents and Publications

- “Public Information in Government: Some Contrasting Views” (Q&A with Eileen Shanahan, Hal Taylor and Joe Laitin), *Management: Magazine for Government Managers* (published by the US Office of Personnel Management) 1:4 (Summer 1980) 9-14.
- US House, Committee on Science and Technology, Subcommittee on Energy Research and Production. *The Department of Energy’s Public Information Programs: Major Changes Needed*, Staff Report, 1980. 96th Cong., 2nd sess., Committee Print.
- Office of Personnel Management, *Position Classification Standard for Public Affairs Series, GS-1035*, July 1981. (Unbound)
- General Services Administration (GSA), Office of Public Affairs, *Communicator’s Sourcebook: Tips and Tools for Speeches, Interviews, and Press Conferences* (Washington, DC: GSA, 1988).

File 2: Newspaper Articles

- Steven R. Weisman, “Reagan Orders Freeze on Publications,” *NY Times*, April 21, 1981, B12.
- Ann Crittenden, “Publication Cutbacks Spur Protests,” *NY Times*, June 2, 1982, A20.
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File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

Note to Users: A reminder that this collection generally omits the major peer-review academic publications in public relations and public administration. Relevant historical articles are relatively easy to identify and download from the JSTOR database.

- Philip Geyelen, "Interview: Hodding Carter III," *SAIS [School of Advanced International Studies {Johns Hopkins University}] Review* 1(Winter 1981) 33-46.
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- Edith Kelley Manns and William L. Waugh, "Communication in Public Administration: The Need for Skill-Based Education," *Policy Studies Review* 8:4 (Summer 1989) 891-97.

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- Herbert G. Klein, *Making It Perfectly Clear* (Garden City, NY: Doubleday, 1980). (He had been head of the White House Office of Communications in President Nixon's first term.)
- Charles S. Steinberg, *The Information Establishment: Our Government and the Media* (NY: Hastings House, 1980).
- Mark Fishman, *Manufacturing the News* (Austin: University of Texas Press, 1980).
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 - Chap. 19: Michael W. Dolan, "Communicating with Congress: The Lobbying Function," 168-75
 - Chap. 22: Lewis M. Helm, "Meeting the Problems of Crisis," 202-04
 - Chap. 30: Lewis M. Helm, "HHS [Health and Human Services department]: A Public Affairs Conglomerate," 272-82.
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- Anne B. Passarelli, *Public Relations in Business, Government, and Society: A Bibliographic Guide* (Englewood, CO: Libraries Unlimited, 1989). Sections relating to government PR.

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- Bibliographic information or front-matter only (paper-clipped):
 - Michael P. Mokwa and Steven E. Permut (eds.), *Government Marketing: Theory and Practice* (NY: Praeger, 1981).
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- May 12, 1993: General Accounting Office (GAO), *Decision, Matter of: Expenditures of the Department of Veterans Affairs for the Oklahoma State Fair*, B-247563.2.

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- (UK) July 1997: Government Information Service, Propriety and Ethics: “Guidance on the Work of the Government Information Service.”
- September 8, 1997: State Department holds a Town Meeting in Milwaukee (WI).
- 1999: US Postal Service, “Know Fraud” postcard delivered to all residents. Campaign against fraudulent telemarketers.
- May 14, 1999: GAO, “Forest Service Violations” of limitations on agency legislative advocacy, B-281637; and related media coverage.

File 2: Newspaper Articles (including print advertisements by government agencies)

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- Meg Jones, "State asks hunters to report poachers," *Milwaukee [WI] Journal Sentinel*, November 18, 1999.
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- "Food Stamps" (ad), *Milwaukee [WI] Journal Sentinel*, December 18, 1999.
- "Unemployment Insurance Special Claims Hours" (ad), *Milwaukee [WI] Journal Sentinel*, December 19, 1999, 15A.
- Meg Jones, "Credit check: State pays taxpayers who didn't claim tax break," *Milwaukee [WI] Journal Sentinel*, December 30, 1999, 2B.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

Note to Users: A reminder that this collection generally omits the major peer-review academic publications in public relations and public administration. Relevant historical articles are relatively easy to identify and download from the JSTOR database.

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- Lawrence R. Jacobs, "The Recoil Effect: Public Opinion and Policymaking in the U.S. and Britain," *Comparative Politics* 24:2 (January 1992) 199-217.
- Thomas W. Kell, "Communication: Public Administration's Forgotten Art" (review of James L. Garnett, *Communicating for Results in Government*), *Public Manager* 21:3 (Fall 1992) 60-61.
- Philip B. Coulter, "There's a Madness in the Method: Redefining Citizen Contacting of Government Officials," *Urban Affairs Quarterly* 28:2 (December 1992) 297-316.
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- Sandra Upshur Arnette, "Improving Your Agency's Image," *Journal of Housing and Community Development* 52:2 (March-April 1995) 38-41.

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- Mark J. Rozell and Harry Wilson, "Press Coverage of the 1993 Virginia Gubernatorial Campaign," *State and Local Government Review* 28:1 (Winter 1996) 28-37.
- John Elsasser, "Big State, Big PR," *Public Relations Tactics* 3:4 (April 1996) 8.
- Regina E. Herzlinger, "Can Public Trust in Nonprofits and Government be Restored?" *Harvard Business Review* 74:2 (March-April 1996) 97-107.
- Barry Schweid, "Little Information, Lots of Spin: State Department Press Briefings," *[Harvard] International Journal of Press/Politics* 1:3 (June 1996) 98-102.
- Michael McCurry, "The Background on Background," *[Harvard] International Journal of Press/Politics* 1:4 (Fall 1996) 4-9.
- Nicholas Burns, "Talking to the World about American Foreign Policy," *[Harvard] International Journal of Press/Politics* 1:4 (Fall 1996) 10-14.
- James L. Garnett and Jay A. Sigler, "When Productivity and Communication Clash: Ethical Issues for Government Managers," *International Journal of Public Administration* 19:11-12 (1996) 2235-53.
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- Martha Marshall, Lyle Wray, Paul Epstein and Stuart Grifel, "21st Century Community Focus: Better Results by Linking Citizens, Government, and Performance Measurement," *PM. Public Management* 81:10 (November 1999) 12-18.

File 4: Chapters and Excerpts from Books

- Chap. 7: Robert J. McCloskey, "The Care and Handling of Leaks," *The Media and Foreign Policy*, edited by Simon Serfaty (NY: St. Martin's, 1990).
- Chap. 11: William L. Waugh Jr. and Edith Kelley Manns, "Communication Skills and Outcome Assessment in Public Administration Education," *Teaching Public Policy: Theory, Research, and Practice*, edited by Peter J. Bergerson (NY: Greenwood, 1991).
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 - Chap. 7: Kenneth M. Wheeler, “Communication Planning and Staffing”
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- John J. Gargan (ed.), *Handbook of Local Government Administration* (NY: Marcel Dekker, 1997):
 - Chap. 5: Gerald T. Gabris and Robert T. Golembiewski, "The Practical Application of Organization Development to Local Governments"
 - Chap. 8: W. Bartley Hildreth, "Financial Management: The Centrality of the Fiscal in Local Government and Politics"
- John M. Berry, *Rising Tide: The Great Mississippi Flood of 1927 and How it Changed America* (NY: Simon & Schuster, 1997).
- Chap. 31: Brent Baker, "Public Relations in Government," *The Handbook of Strategic Public Relations & Integrated Communications*, edited by Clarke L. Caywood (NY: McGraw-Hill, 1997).
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- Chap. 10: "What is Bureaucratic Language and What Can be Done About it?" Roger W. Shuy, *Bureaucratic Language in Government and Business* (Washington, DC: Georgetown University Press, 1998).
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- David D. Perlmutter, *Photojournalism and Foreign Policy: Icons of Outrage in International Crises* (Westport, CT: Praeger, 1998).
- Roger Simon, *Show Time: The American Political Circus and the Race for the White House* (NY: Times Books/Random House, 1998).
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- Unpublished papers from the 1998 annual conference of the American Society for Public Administration (ASPA):
 - L. Elaine Halchin, “Market Citizenship: The Citizen as Customer”
 - Dan Vizzini and Douglas Morgan, “Transforming Customers into Citizens: Some Preliminary Lessons from the Field”
- Bibliographic information or front-matter only (paper-clipped):
 - Eileen Patricia Angelico, “Federal Public Relations: A Descriptive Survey of Regional and Field Public Affairs Specialists,” master’s thesis, Louisiana State University, 1991.
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Subseries 10: 2000-2004

File 1: Government Documents and Publications

- Wisconsin Department of Transportation and Law Enforcement Officers of Wisconsin, “In Wisconsin... Who values YOUR LIFE? We Do,” information packet handed to motorists during traffic stops, 2000 (some contents printed in 1999).
- Federal Communicators Network, *Communicators Guide: For Federal, State, Regional, and Local Communicators* (Washington, DC: FCN, December 2000).
- Norway, Ministry of Labour and Government Administration, *Central Government Information Policy: Goals, Principles and Consequences*, rev. ed., 2001.
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Subseries 11: 2005-2009

Part A

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- “Are New Yorkers happy? That depends, in part, on where they live,” *NY Times*, March 8, 2009, 24.

- US Forest Service, “Smokey Bear and Woodsy Owl: Home sweet home” (ad), *Milwaukee [WI] Journal Sentinel*, March 8, 2009, 5E.
- “Passport Day,” press releases and articles (paper-clipped), March 17, 2009.
- Jeannine Aversa, “Showing now at the movies: the Fed [Federal Reserve Board {central bank}]],” *LA Times*, March 29, 2009, A6. Also: Fed website: “5 Tips for Avoiding Foreclosure Scams.”
- Kenneth Chang, “Paul Haney Voice of [NASA] Mission Control, Dies at 80,” *NY Times*, June 2, 2009, B19.
- AP, “Digital television conversion hotline takes 700,000 calls,” *Milwaukee [WI] Journal Sentinel*, June 14, 2009, 8B.
- Wisconsin Department of Administration and federal economic stimulus program, “Recovery funds available to weatherize large multifamily buildings” (ad), *Milwaukee [WI] Journal Sentinel*, June 31, 2009, 2D.
- Kevin G. Hall, “‘Name and shame’ reports begin on mortgage servicers,” Knight Ridder Tribune News Service, August 5, 2009.
- Wisconsin Department of Transportation, “Public hearing scheduled” (ad), *Milwaukee [WI] Journal Sentinel*, August 10, 2009, 9A.
- AP, “Tax shame site pulls in dough,” *Milwaukee [WI] Journal Sentinel*, August 16, 2009, 2B.
- Douglas Martin, “K. H. Bacon, an advocate for refugees, is dead at 64,” *NY Times*, August 16, 2009. Former Assistant Secretary of Defense for Public Affairs.
- Thom Shanker, “Message to Muslim world gets a critique,” *NY Times*, August 28, 2009, A9.
- Brian Stelter, “U.S. Census uses telenovela to reach Hispanics,” *NY Times*, September 23, 2009.
- Donald G. McNeil Jr., “Swine Flu officials’ message: Don’t blame shots for all ills,” *NY Times*, September 28, 2009, A1, A14.
- Eileen Sullivan, AP, “New local watch program backed,” *Milwaukee [WI] Journal Sentinel*, October 4, 2009, 20A.
- Jesse McKinley, “Celebrate a quake? Why shouldn’t we?” *NY Times*, October 17, 2009, A8.
- Paul Gores, “Regulator on the web,” *Milwaukee [WI] Journal Sentinel*, October 24, 2009, 2A.
- Waukesha (WI) County Department of Parks & Land Use, “Family open house,” *Milwaukee [WI] Journal Sentinel*, November 8, 2009, 7B.
- Gina Kolata, “How people learned about cholesterol,” *NY Times*, November 13, 2009, A19.
- Dennis Hevesi, “Harold Bell, a creator of Woodsy Owl, is dead at 90,” *NY Times*, December 13, 2009, 44.
- Matt Sedensky, AP, “Senior-citizen volunteers are fighting Medicare fraud,” *Milwaukee [WI] Journal Sentinel*, December 30, 2009, 3A.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

Note to Users: A reminder that this collection generally omits the major peer-review academic publications in public relations and public administration. Relevant articles are relatively easy to identify and download on major online databases.

- Diana Knott [Martinelli] and David Martinelli, "Communication Strategies for State Transportation Research Programs," *Transportation Research Record: Journal of the Transportation Research Board*, No. 1924 (2005) 52-58.
- Stacey Cone, "Pulling the Plug on America's Propaganda: Sen. J. W. Fulbright's Leadership of the Antipropaganda Movement, 1943-74," *Journalism History* 30:4 (Winter 2005) 166-76.
- Mordecai Lee, "When Government Used Publicity Against Itself: Toledo's Commission of Publicity and Efficiency, 1916-1975," *Public Relations Review* 31:1 (March 2005) 55-61.
Note: Due to length limitations, the published version is shorter than originally planned. The longer version, which Mordecai had posted online with the consent of *PRR*'s editor, is attached.
- Patrick Roberts, "The Master of Disaster as Bureaucratic Entrepreneur," *PS: Political Science & Politics* 38:2 (April 2005) 331.
- Otis White, "Urban Notebook: Government You Can Dance to," *Governing* (May 2005) 17.
- Kurt Wise (ed.), "Communication Effectiveness in Public Health: A Symposium [Introduction]," *Journal of Health and Human Services Administration* 28:1-2 (Summer 2005) 156-57.
- Liana Blas Winett and Regina G. Lawrence, "The Rest of the Story: Public Health, the News, and the 2001 Anthrax Attacks," *[Harvard] International Journal of Press/Politics* 10:3 (Summer 2005) 3-25.
- Mick Mortlock, "Hurricanes and Learning Organization Obsolescence," *Public Manager* 34:3 (Fall 2005) 9-12.
- Susan Webb Yackee and David Lowery, "Understanding Public Support for the US Federal Bureaucracy: A Macro Politics View," *Public Management Review* 7:4 (December 2005) 515-36.
- Diana Knott Martinelli, "Strategic Public Information: Engaging Audiences in Government Agencies' Work," *Public Relations Quarterly* 51:1 (Spring 2006) 37-41.
- Mordecai Lee, "The Rise and Fall of the Institute for Government Public Information Research, 1978-1981," *Public Relations Review* 32:2 (June 2006) 118-24.
- Jarl K. Kampen, Steven Van De Walle and Geert Bouckaert, "Assessing the Relation Between Satisfaction with Public Service Delivery and Trust in Government," *Public Performance & Management Review* 29:4 (June 2006) 387-404.
- Mordecai Lee, "Clara M. Edmunds and the Library of the United States Information Service, 1934-1948," *Libraries & the Cultural Record* 42:3 (2007) 213-30. For documentation and research notes for this article, see Series III, Subseries 6.
- Stacey Cone, "The Pentagon's Propaganda Windmills: How 'Arkansas' Quijote' Tilted Against Militarism and Challenged the Marketplace of Ideas in America," *Journalism History* 33:1 (Spring 2007) 24-41.
- Mordecai Lee, "The Astronaut and Foggy Bottom PR: Assistant Secretary of State for Public Affairs Michael Collins, 1969-1971," *Public Relations Review* 33:2 (June 2007) 184-90. For documentation and research notes for this article, see Series III, Subseries 8.
- Christopher Hood, "What Happens When Transparency Meets Blame-Avoidance?" *Public Management Review* 9:2 (June 2007) 191-210.
- Elizabeth Johnson Avery and Ruthann Weaver Lariscy, "Public Relations Practitioners' Relationships with Media and Each Other as Moderators of Excellent Health Information and the Local Public Health Agenda," *Public Relations Journal* (online) 1:1 (Fall 2007).

- Mordecai Lee, "Skipping the Middle Man with a Governmental E-News Site: Public Administration, the Media and News Consumers," *PA [Public Administration] Times* 30:11 (November 2007) 5.
- Elliot Cohen, "Tips from an Insider: How the Public Sector can Compete in the Media World," *PA [Public Administration] Times* 31:5 (May 2008) 9-10.
- Wisconsin Departments of Tourism and Natural Resources (and others), "Stopping Aquatic Hitchhikers," back cover ad and DVD, *Wisconsin Counties*, June 2008.
- Daniel W. Williams and Mordecai Lee, "Déjà Vu All Over Again: Contemporary Traces of the 'Budget Exhibit'," *American Review of Public Administration* 38:2 (June 2008) 203-24. For documentation and research notes for this article, see Series III, Subseries 9.
- Mordecai Lee, "Public Affairs Enters the US President's Subcabinet: Creating the First Assistant Secretary for Public Affairs (1944-1953) and Subsequent Developments," *Journal of Public Affairs* 8:3 (August 2008) 185-94. For documentation and research notes for this article, see Series III, Subseries 10.
- Mordecai Lee, "Congressional Controversy over the Federal Prohibition Bureau's Public Relations, 1922," *Public Relations Review* 34:3 (September 2008) 276-78. For documentation and research notes for this article, see Series III, Subseries 11.
- Mordecai Lee, "The Short Life of the Government Public Relations Association in the US, 1949-1958," *Public Relations Review* 34:3 (September 2008) 279-81. Note: Due to length limitations, the published version is shorter than originally planned. The longer version, which Mordecai had posted online with the consent of *PRR*'s editor, is located in Series III, Subseries 12. Similarly, documentation and research notes for this article can also be found in Series III, Subseries 12.
- Mordecai Lee, "Flicks of Government Flacks: The Sequel," *Public Relations Review* 35:2 (June 2009) 159-61. (For the longer unpublished version, see Series III, Subseries 4.)
- US Mint, Department of the Treasury, "An Exquisite Synthesis of Art and 24-Karat Gold" (ad), *Fortune* 160:3 (August 17, 2009) 44.
- Mordecai Lee, "The Return of Public Relations to the Public Administration Curriculum?" *Journal of Public Affairs Education* 15:4 (Fall 2009) 515-33.
- Mordecai Lee, "A Case Study of Congressional Hostility to Agency Public Relations: The Federal Reserve and Senator Heflin, 1922," *Public Relations Review* 35:3 (September 2009) 291-93. For documentation and research notes for this article, see Series III, Subseries 13.
- Mordecai Lee, "Origins of the Epithet 'Government by Public Relations': Revisiting Bruce Catton's *War Lords of Washington*, 1948," *Public Relations Review* 35:4 (November 2009) 388-94. For documentation and research notes for this article, see Series III, Subseries 14.
- James Garnett and Alexander Kouzmin, "Crisis Communication Post Katrina: What are we Learning?" *Public Organization Review* 9:4 (December 2009) 385-98.
- Mordecai Lee, "Too Much Bureaucracy or Too Little? Congressional Treatment of Defense Department Legislative Liaison, 1950s-1990s," *Public Administration & Management* 14:2 (2009) 323-61. For documentation and research notes for this article, see Series III, Subseries 15.

Part B

File 4: Chapters and Excerpts from Books

- Mordecai Lee, *The First Presidential Communications Agency: FDR's Office of Government Reports* (Albany, NY: State University of New York Press, 2005). For documentation and research notes for this book, see Series III, Subseries 6.
- Chap. 5: John H. Trattner, "Working with the Media," *Learning the Ropes: Insights for Political Appointees*, edited by Mark A. Abramson and Paul R. Lawrence (Lanham, MD: Rowman & Littlefield, 2005).
- Chap. 6: Jay G. Blumer and Michael Gurevitch, "Rethinking the Study of Political Communication," *Mass Media and Society*, 4th ed., edited by James Curran and Michael Gurevitch (London: Hodder Arnold, 2005).
- Muhiuddin Haider (ed.), *Global Health Communication: Challenges, Perspectives, and Strategies* (Sudbury, MA: Jones and Bartlett, 2005):
 - Chap. 9: Kurt Wise: "Pre-Crisis Relationships"
 - Chap. 18: Leslie B. Snyder and Mark Cistulli, "Communication Campaigns for Chronic and Emergency Health Problems"
 - Chap. 20: Scott C. Ratzan and Wendy Meltzer, "State of the Art in Crisis Communication: Past Lessons and Principles of Practice"
 - Chap. 21: Gary L. Kreps et al., "Emergency/Risk Communication to Promote Public Health and Respond to Biological Threats"
 - Chap. 22: Skye K. Schulte and J. Gregory Payne, "Health Communication Challenges of an Anthrax Vaccination Program"
 - Chap. 24: Muhiuddin Haider and Nisha P. Aravindakshan, "Content Analysis of Anthrax in the Media"
- Geneva Overholser and Kathleen Hall Jamieson (eds.), *The Press* (NY: Oxford University Press, 2005):
 - Chap. 7: James Curran, "What Democracy Requires of the Media."
 - Chap. 9: Maxwell McCombs, "The Agenda-Setting Function of the Press"
 - Chap. 10: W. Lance Bennett and William Serrin, "The Watchdog Role"
 - Chap. 13: Martha Joynt Kumar and Alex Jones, "Government and the Press: Issues and Trends"
 - Chap. 14: Timothy E. Cook, "Public Policy toward the Press: What Government Does for the News Media"
- Rajiv Chandrasekaran, *Imperial Life in the Emerald City: Inside Iraq's Green Zone* (NY: Alfred A. Knopf, 2006).
- Steven Johnson, *The Ghost Map* (NY: Riverhead/Penguin, 2006).
- Sandra Braham, *Change of State: Information, Policy, and Power* (Cambridge, MA: MIT Press, 2006).
- Peter Charles Hoffer, *Seven Fires: The Urban Infernos that Reshaped America* (NY: Public Affairs, 2006).
- Dennis D. Riley and Bryan E. Brophy-Baermann, *Bureaucracy and the Policy Process: Keeping the Promises* (Lanham, MD: Rowman & Littlefield, 2006).
- Dulcie Murdock Straughan (ed.), *Women's Use of Public Relations for Progressive-Era Reform: Rousing the Conscience of a Nation* (Lewiston, ME: Edwin Mellen, 2007). Chapter

2 is about the US Children's Bureau and is a reprint of Straughan's article in *Public Relations Review*.

- Chap. 7: Maureen Taylor and Michael L. Kent, "Issue Management and Policy Justification in Malaysia," *Power and Public Relations*, edited by Jeffrey L. Courtright and Peter M. Smudde (Cresskill, NJ: Hampton, 2007).
- Chap. 19: Marc Holzer and Aroon Manoharan, "Global Trends in Municipal E-Government: An Online Assessment of Worldwide Web Portals," Ashok Agarwal and V. Venkata Ramana (eds.), *Foundations of E-Government* (Computer Society of India, 2007) 178-88. Papers presented at 5th International Conference on e-Governance, Hyderabad, India, December 28-30, 2007. Selected pages only.
- Sally M. Young (ed.), *Government Communication in Australia* (Melbourne: Cambridge University Press, 2007).
- Steve Vogel, *The Pentagon: A History* (NY: Random House, 2007).
- Chap. 8: Mordecai Lee, "Globalization and Media Coverage of Public Administration," Ali Farazmand and Jack Pinkowski (eds.), *Handbook of Globalization, Governance, and Public Administration* (Boca Raton, FL: CRC/Taylor & Francis, 2007).
- Chap. 19: Mordecai Lee, "Media Relations and External Communications during a Disaster," Jack Pinkowski (ed.), *Disaster Management Handbook* (Boca Raton, FL: CRC/Taylor & Francis, 2008).
- Richard H. Thaler and Cass R. Sunstein, *Nudge: Improving Decisions about Health, Wealth, and Happiness* (New Haven, CT: Yale University Press, 2008).
- Chap. 16: Heather Getha-Taylor, "Collaborative Preparedness: The U.S. Department of Homeland Security's Ready Campaign," *Homeland Security Handbook*, edited by Jack Pinkowski (Boca Raton, FL: CRC Press/Taylor & Francis, 2008). Bibliographic entry only.
- Richard C. Box, *Making a Difference: Progressive Values in Public Administration* (Armonk, NY: M. E. Sharpe, 2008).
- Chap. 11: "Communicating with the Public, the Media, and Stakeholders," Steven Cohen, William Eimicke, and Tanya Heikkila, *The Effective Public Manager: Achieving Success in Changing Government*, 4th ed. (San Francisco: Jossey-Bass/Wiley, 2008).
- Neil Sheehan, *A Fiery Peace in a Cold War: Bernard Schriever and the Ultimate Weapon* (NY: Random House, 2009).
- Chap. 21: Mordecai Lee, "At the Intersection of Bureaucracy, Democracy, and the Media: The Effective Agency Spokesperson," Ali Farazmand (ed.), *Bureaucracy and Administration* (Boca Raton, FL: CRC/Taylor & Francis, 2009).
- Matthew Carr, *Blood and Faith: The Purging of Muslim Spain* (NY: New Press, 2009).
- Liaquat Ahamed, *Lords of Finance: The Bankers who Broke the World* (NY: Penguin, 2009).
- (UK) Tony Bovaird and Elke Löffler (eds.), *Public Management and Governance*, 2nd ed. (London: Routledge/Taylor & Francis, 2009):
 - Chap. 6: Tony Bovarid, "Marketing in Public Organizations"
 - Chap. 19: Steve Martin, "Engaging with Citizens and Other Stakeholders"
- H. Paul Jeffers, *Taking Command: General J. Lawton Collins* (NY: Caliber/NAL, 2009).
- James H. Svara (ed.), *The Facilitative Leader in City Hall: Reexamining the Scope and Contributions* (Boca Raton: CRC/Taylor & Francis, 2009):
 - Chap. 5: Kenneth A. Klase, "Switching Roles from Administrator to Mayor: Winston-Salem, North Carolina"

- Chap. 9: Eric S. Zeemering and Roger J. Durham, “Expanding the Scope of Policy Leadership through Networks: Grand Rapids, Michigan”
- Chap. 11: Robert Benedetti and Shayne Lambuth, “Partial Leadership and Alternating Styles: Stockton, California”
- Chap. 18: “Politics and Government,” Dennis L. Wilcox and Glen T. Cameron, *Public Relations: Strategies and Tactics*, 9th ed. (Boston, MA: Pearson/Allyn and Bacon, 2009).
- Chap. 16: “Government and Public Affairs,” Glen M. Broom, *Cutlip & Center’s Effective Public Relations*, 10th ed. (Upper Saddle River, NJ: Prentice Hall, 2009).

File 5: Other

- Plastic shopping bag from supermarket Jewel-Osco (undated, about 2006). Message on side of bag from US Department of Treasury and Federal Reserve Bank: “Go Direct: Direct Deposit – the safest, and easiest way to get your Social Security or SSI [Supplemental Security Income] benefits.”
- Aileen Webb and Charles T. Salmon, “United States Government and Public Relations,” *Encyclopedia of Public Relations*, edited by Robert L. Heath, Vol. 1 (Thousand Oaks, CA: Sage, 2005).
- Albert L. May, “First Informers in the Disaster Zone: The Lessons of Katrina” (Washington, DC: Aspen Institute, 2006).
- Joelle Wiley Castelli, “Government Public Relations: A Quantitative Assessment of Government Public Relations Practitioner Roles and Public Relations Model Usage,” master’s thesis, University of Southern Florida, 2007.
- Philip Mattera et al., *Show Us the Stimulus: An Evaluation of State Government Recovery Act Websites* (Washington, DC: Good Jobs First, July 2009), online.
- International Communication Association, annual conferences:
 - Mark Chong and Tracy Loh, “Public Relations as Deliberation: The Case of Government Public Relations in Singapore,” paper, May 10, 2006.
 - Mordecai Lee, ““Why Can’t a Woman Be More Like a Man?” A Government Public Relations Perspective on CSR [Corporate Social Responsibility].” Preconference Panel on Corporate Social Responsibility and Communication, 59th annual conference, Chicago, IL, May 21, 2009. Unpublished paper.
 - Panel on “It is Just Politics: Government Communication and Public Relations,” chaired by Ralph Tench, conference program, 2009.

Subseries 12: 2010-2014

Part A

File 1: Government Documents and Publications

- Census Bureau, Department of Commerce, mailings to citizens about upcoming census, March 8, 2010; & related materials.
- Medicare, Department of Health & Human Services, “Celebrating 45 Years of Medicare” (news release), July 30, 2010.
- US Drug Enforcement Administration (DEA), “Over 3,400 sites join DEA nationwide effort to take-back prescription drugs on Sept. 25” (news release), September 15, 2010; & related material.

- Department of Homeland Security, flier/poster on E-Verify (undated, about 2010).
- Village of Whitefish Bay (WI), letter to property taxpayers including “Where Your Property Taxes Go,” December 2010.
- Kevin R. Kosar, “Classified Information Policy and Executive Order 13526,” December 10, 2010, Congressional Research Service, Library of Congress.
- GAO, “VA Education Benefits,” GAO-11-256, February 2011. Attached: related newspaper article.
- Department of Homeland Security, “‘If you see something, say something’ campaign” (announcement), March 29, 2011.
- Tony Walter, “Secretary Cathy Stepp says agency must improve image,” Wisconsin Outdoor Fun website, April 13, 2011.
- Wisconsin Department of Natural Resources, “Report black bear and bobcat observations” (through online reporting form), April 25, 2011; and related news coverage.
- Wisconsin Department of Natural Resources, “Trail camera photos wanted!” website article, April 26, 2011.
- Federal Communications Commission (FCC), “New York City unveils first-in-the-nation public safety system,” news release, May 10, 2011; & related materials.
- Wisconsin Department of Natural Resources, “Locating new fawns is next step in deer research project; volunteers needed,” website article, May 10, 2011.
- National Archives and Records Administration, “What’s cooking, Uncle Sam” (Washington, DC), historical exhibit of posters and photos of federal government food campaigns. Paper-clipped: examples and related media coverage. June 2011.
- Medicare, US Department of Health & Human Services, “Share the news: Share the health,” preventive services now free, website article, June 20, 2011.
- Wisconsin Department of Natural Resources, “Secretary Cathy Stepp announces key agency appointments,” website article, July 12, 2011.
- Marguerite H. Sullivan, *A Responsible Press Office in the Digital Age* (Washington, DC: US State Department, Bureau of International Information Programs, 2012).
- Milwaukee (WI) County Transit System, “Three new routes; limited stops,” flier, January 2012.
- Milwaukee Public Library, City of Milwaukee (WI), “Overview of public relations,” flier, undated, about spring 2012.
- US Senate, Committee on Homeland Security and Governmental Oversight, Subcommittee on Contracting Oversight, “Subcommittee continues oversight of public relations and advertising contracts,” news release, February 28, 2012.
- Office of Personnel Management, “Position Classification Flysheet for Government Information Series, 0306,” March 2012.
- Overseas Private Investment Corporation, recruitment for Public Affairs Specialist with position description, deadline: March 1, 2012.
- Milwaukee Metropolitan Sewerage District, “Free Milorganite for first 1,000 people at medicine collection day,” news release, March 8, 2012.
- Wisconsin Department of Health Services, “Office of Inspector General launches website for reporting public assistance fraud and abuse,” news release, March 9, 2012.
- Presentations to students in course on “Government Public Relations” taught by Professor Mordecai Lee, University of Wisconsin Milwaukee, spring 2012 semester:

- Roseann St. Aubin, Communications Director, Milwaukee (WI) Public Schools, “Communications in MPS [Milwaukee Public Schools],” March 11, 2012.
 - Donna Migazzi, Area Manager, Field Media Relations, “IRS [Internal Revenue Service] Media Relations,” April 2012.
- Kevin R. Kosar, “Congressional Oversight of Agency Public Communications: Implications of Agency New Media Use,” March 14, 2012, Congressional Research Service, Library of Congress.
- Office of Government Information Services, National Archives and Records Administration, “The Office of Government Information Services,” website, downloaded March 18, 2012.
- Mayor Tom Barrett, City of Milwaukee (WI), “MPL [Milwaukee Public Library] launches Freegal, free music download service,” news release, March 19, 2012.
- Kevin R. Kosar, “Advertising by the Federal Government: An Overview,” April 6, 2012, Congressional Research Service, Library of Congress.
- Wisconsin Department of Natural Resources, “Eastern tent caterpillars are feeding on trees early this year,” web article, April 24, 2012; and media coverage.
- Whitefish Bay (WI) Public School District, newsletter, July 2012.
- Postal Service, postcard to citizens on change in time of daily delivery, November 2012.
- Wisconsin Department of Agriculture, Trade, and Consumer Protection, “Beware of tax refund scams,” news release, December 10, 2012.
- Wisconsin Department of Transportation, safety messages on envelope with stickers for annual renewal of license plates, January 2013.
- Postal Inspection Service, Postal Service, “You’ve just won a foreign lottery!” postcard to all households on financial scams, March 2013.
- Wisconsin Department of Workforce Development, “DWD Secretary announces initiative to promote apprenticeship as proven means to address skills gap,” news release, April 9, 2013.
- Department of Health & Human Services, “Health centers to help uninsured individuals gain affordable health insurance coverage,” news release, May 9, 2013.
- National Institute of Food and Agriculture, Department of Agriculture, “Extension Outreach on the Marketplace Exchanges of the Affordable Care Act: FY [Fiscal Year] 2013 Request for Applications,” application deadline July 26, 2013.
- National Weather Service, “Town Hall: Building a Weather-Ready Nation,” invitation to attend event at University of Wisconsin-Madison on August 22, 2013.
- City of Vancouver (WA), “Be Smart – Know What to Flush,” web article, September 2013; & news coverage.
- National Park Service, Department of Interior, job vacancy and position description, Supervisory Public Affairs Specialist, July 19-August 9, 2013.
- US District Court, Eastern District of Wisconsin (Milwaukee) and Southern District of Texas (Corpus Christi), decisions by federal courts on laws requiring voters to have government-issued photo identification card. Both concluded that the states’ Departments of Transportation did not adequately publicize the option for non-drivers to obtain free ID cards, April 24 and October 9, 2014.

File 2: Newspaper Articles and Online News Sites (including print advertisements by government agencies)

- Stephen Ohlemacher, AP, “Drug benefit expanded to 1 million more seniors,” *Washington Post*, January 8, 2010.
- Keith Barry, “Tardy Transit? Tweet to the Top,” *Wired* website, February 1, 2010.
- Michael Schmidt, “A peek inside the Police Department helps drive donors,” *NY Times*, April 26, 2010.
- Georgia Pabst, “City to hire liaisons to ease hassles from street work,” *Milwaukee [WI] Journal Sentinel*, May 13, 2010, 1B, 3B.
- Oskar Garcia, AP, “Parking attendants join war on terrorism,” *Milwaukee [WI] Journal Sentinel*, May 15, 2010, 2A.
- “State seeks help monitoring birds,” *Milwaukee [WI] Journal Sentinel*, June 19, 2010, 2B.
- Sarah Perdue, “Waukesha native talks NASA,” *Milwaukee [WI] Journal Sentinel*, June 22, 2010, 5B.
- Bureau of Land Management, US Department of Interior, “Wild horse and burro Adoption” (ad), *Milwaukee [WI] Journal Sentinel*, June 23, 2010, 6A.
- Georgia Pabst, “City to pilot foreclosure campaign,” *Milwaukee [WI] Journal Sentinel*, June 29, 2010, 2B.
- “Food program seeks seniors,” *Milwaukee [WI] Journal Sentinel*, July 1, 2010, 2B.
- Jesse Lichtenstein, “Digital diplomacy,” *NY Times Sunday Magazine*, July 12, 2010.
- News stories on Medicare PR campaign featuring TV star Andy Griffith, July 2010 (paper-clipped).
- Mary Buckley, “Two [school] districts publish newsletters” as ads in newspaper instead of mailing hardcopies, *Milwaukee [WI] Journal Sentinel NOW* [weekly suburban section] *NS [North Shore suburbs]*, September 12, 2010, 8. Examples of ads:
 - Glendale-River Hills school district, December 2, 2010, *NS*, 2.
 - Menomonee Falls school district, January 12, 2011, 2B.
 - Brown Deer school district, January 12, 2011, 7B.
 - Glendale-River Hills school district, January 12, 2011, 7B.
- US Department of Veterans Affairs, “Want fast, friendly benefits payments?” (ad), *Milwaukee [WI] Journal Sentinel*, September 11, 2010, 7A.
- Meg Jones, “Hunters asked to text violations,” *Milwaukee [WI] Journal Sentinel*, November 17, 2010, 6B.
- US Environmental Protection Agency (EPA), “EPA completes review of Moss-American Superfund site” (ad), *Milwaukee [WI] Journal Sentinel*, December 30, 2010, 3B.
- Mary Buckley, “Survey looks at how to improve district communications,” *Milwaukee [WI] Journal Sentinel NOW* [weekly suburban section] *NS [North Shore suburbs]*, January 20, 2011, 7.
- City of Waukesha (WI), “Alternate week recycling collection; 2011 schedule & map” (ad), *Milwaukee [WI] Journal Sentinel*, January 23, 2011, 7B.
- Stanley A. Miller II, “Where’s my refund? Check the tax app,” *Milwaukee [WI] Journal Sentinel*, January 25, 2011, 2D.
- “School district asks community to take survey,” *Milwaukee [WI] Journal Sentinel NOW* [weekly suburban section] *NS [North Shore suburbs]*, February 3, 2011, 7.

- Milwaukee (WI) County Parks Department, “Train show” (ad), *Milwaukee [WI] Journal Sentinel*, February 7, 2011, 5A.
- Gautham Nagesh, “GAO joins Flickr,” *The [Washington, DC] Hill*, February 10, 2011.
- Wisconsin Department of Transportation, “Change how you go. Not where you go” (highway construction disruptions) (ad), *Milwaukee [WI] Journal Sentinel*, February 20, 2011, 8A.
- AP, “DNR [Department of Natural Resources] looking for bear study volunteers,” *Milwaukee [WI] Journal Sentinel*, March 5, 2011, 2B.
- Michael D. Shear, “State Department spokesman out, after comments on prisoner,” *NY Times*, March 13, 2011.
- Department of Business Affairs, City of Chicago, “Rhetoric is nice, reality matters” (comparing WI and IL taxes), *Milwaukee [WI] Journal Sentinel*, March 17, 2011, 6A.
- “It’s pothole season,” *Milwaukee [WI] Journal Sentinel*, March 19, 2011, 2B.
- AP, “Bobbies ready to tweet protesters,” *Milwaukee [WI] Journal Sentinel*, March 23, 2011, 11A.
- “Open house to feature county services,” *Milwaukee [WI] Journal Sentinel*, March 29, 2011, 2B.
- Emma Roller and Jason Stein, “Police launch website, pages,” *Milwaukee [WI] Journal Sentinel*, June 7, 2011, 5B.
- Mark Pratt, AP, “FBI manhunt on TV,” *Milwaukee [WI] Journal Sentinel*, June 21, 2011, 5A.
- Wisconsin Department of Veterans Affairs, “Supermarket of veterans benefits” (ad), *Milwaukee [WI] Journal Sentinel*, June 27, 2011, 6A.
- Kelly Hogan, “Wanted: Poster-child of baby health: Ads to address infant mortality,” *Milwaukee [WI] Journal Sentinel*, August 10, 2011, 3B.
- Don Behm, “Ads to urge care of ‘real waterpark’,” *Milwaukee [WI] Journal Sentinel*, August 18, 2011, 2B.
- Wisconsin National Guard, “Help for military families” (ad), *Milwaukee [WI] Journal Sentinel*, August 31, 2011, 2B.
- Rebecca Keegan, “NASA reaches its outer limit,” *LA Times*, September 1, 2011.
- City of Milwaukee, “Let’s make Milwaukee clean & green” (ad), *The Onion* [Madison, WI], September 8-14, 2011, 20. Note: This is a satiric free weekly aimed at younger generation, so the ad was trying to reach readers who would not be traditional news consumers of mainline daily newspapers.
- Lee Bergquist, “Milwaukee to recycle more types of plastic,” *Milwaukee [WI] Journal Sentinel*, September 30, 2011, 3B.
- Brown Deer (WI) Public School District, “Referendum Fact Sheet: Vote November 15!) (ad), *Now – North Shore* section, *Milwaukee [WI] Journal Sentinel*, October 13, 2011, 14. Trying to walk a fine line between serving as the neutral government agency hosting a referendum and advocating for the voters to vote for it.
- Joseph Marks, “Agencies outline technology-based customer service initiatives,” *Nextgov* news website, October 27, 2011.
- Thomas E. Ricks, “Barno: Generals who can’t handle dealing with the media aren’t very good generals,” *foreignpolicy.com* (news website of the Foreign Policy Association), November 8, 2011.

- Deanna Glick, “Federal websites ranked for plain language and transparency,” *Aol Government* news website, November 30, 2011.
- David Barstow, “Pentagon finds no fault in ties to TV analysts,” *NY Times*, December 25, 2011, 18.
- Charlie Savage, “Federal contractor monitored social network sites,” *NY Times*, January 13, 2012.
- Reuters, “Packer fans warned of drunk driving with Super Bowl blues,” February 3, 2012.
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- Wisconsin Department of Transportation, “Travel made easier! The Mitchell interchange is now complete” (ad), *Milwaukee [WI] Journal Sentinel NOW* [weekly suburban section] *NS [North Shore suburbs]*, November 15, 2012, 11.
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- Jennifer Sullivan, “New sheriff says he’ll be on job immediately,” *Seattle [WA] Times*, November 26, 2012.

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- Lisa Rein, “Labor Department PR chief: Wasteful spender or promoting mission?” *Washington Post*, August 27, 2014.
- US Navy, “Should you join the Camp Lejeune Historic Drinking Water notification database?” (ad), *NY Times*, August 31, 2014, 9.
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- Karen Herzog, “Infant mortality effort takes to social media,” *Milwaukee [WI] Journal Sentinel*, September 16, 2014, 3B.
- Jack Moore, “Geospatial agency goes unclassified for Ebola effort,” *Nextgov.com* news website, October 24, 2014.

- Patrick Marley and Karen Herzog, “UW chancellor’s aide gets 29% raise,” *Milwaukee [WI] Journal Sentinel*, November 28, 2014, 1A, 14A.

Part B

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

Note to Users: A reminder that this collection generally omits the major peer-review academic publications in public relations and public administration. Relevant articles are relatively easy to identify and download on major online databases.

- “Herman Beyle and James McCamy: Founders of the Study of Public Relations in Public Administration, 1928-1939,” *Public Voices* 11:2 (2010) 26-46. For documentation and research notes for this article, see Series III, Subseries 18.
- Thomas Faith, “‘As is Proper in Republican Form of Government’: Selling Chemical Warfare to Americans in the 1920s,” *Federal History* 2 (2010) 28-41.
- Brian Friel, “Toot your horn?” *Government Executive* 42:2 (February 2010) 37-38.
- Mordecai Lee, “Government Public Relations During Herbert Hoover’s Presidency,” *Public Relations Review* 36:1 (March 2010) 56-58. For documentation and research notes for this article, see Series III, Subseries 17.
- Vincent J. Cannato, “A Home of One’s Own,” *National Affairs* 3 (Spring 2010) 69-86.
- Lawrence J. Haas, “Taking the Media Seriously,” *The Business of Government* (Spring 2010) 80-81.
- Steve Towns, “Government ‘apps’ move from cool to useful,” *Governing* magazine (May 2010).
- Mordecai Lee and Ethan Lee Elser, “The Nine Commandments of Social Media in Public Administration: A Dual Generation Perspective,” *PA [Public Administration] Times* 33:3 (Summer 2010) 3.
- Soumitra Dutta, “What’s Your Personal Social Media Strategy?” *Harvard Business Review* 88:11 (November 2010) 127-30.
- Steven G. Koven, “Image Construction in the Wake of Hurricane Katrina,” *Public Organization Review* 10 (2010) 339-55.
- Brooke Fisher Liu and Abbey Blake Levenshus, “Public Relations Professionals’ Perspectives on the Communication Challenges and Opportunities They Face in the U.S. Public Sector,” *PRism* 7:1 (2010).
- Janice Lynn Bowers, “Municipal-Level Survey and Recycling in Kentucky,” *Public Manager* 40:1 (Spring 2011) 68-71.
- Tansu Demir, “Professionalism, Responsiveness, and Representation: What do They Mean for City Managers?” *International Journal of Public Administration* 34 (2011) 151-58.
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- Michael J. Ahn, “Adoption of E-Communication Applications in U.S. Municipalities,” *American Review of Public Administration* 41:4 (July 2011) 428-52.

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- (Australia) Peter Simmons and Felicity Small, “Promotion, Monitoring and Strategic Advice: Professional Communication in Australian Local Government,” *PRism* 9:1 (2012).
- Mordecai Lee, “The President’s Listening Post: Nixon’s Failed Experiment in Government Public Relations,” *Public Relations Review* 38:1 (March 2012) 22-31. For documentation and research notes for this article, see Series III, Subseries 23.
- Stewart Liff, “Shaping Space for Success: The Power of Visual Management,” *Public Manager* 41:1 (Spring 2012) 30-35.
- Patrick S. Malone, “Can Leaders Keep Their Cool While Feeling the Heat?” *Public Manager* 41:2 (Summer 2012) 69-72.
- Mordecai Lee, “Toward Generalizing about Congressional Control over Agency PR: The Failure of Spending Limits on Pentagon PR, 1951-1959,” *Public Administration Quarterly* 36:3 (Fall 2012) 341-79. For documentation and research notes for this article, see Series III, Subseries 2 and 22.
- Dylan Scott, “States have Room for Improvement in Voter Guides,” *Governing* magazine (September 2012).
- Mordecai Lee, “Do’s and Don’ts of Public Relations for Government Health Care Administration,” *Journal of Health and Human Services Administration* 35:3 (Winter 2012) 258-73.
- Kevin R. Kosar and Mordecai Lee, “Defending a Controversial Agency: Edward C. Banfield as Farm Security Agency Public Relations Officer, 1941–1946,” *Federal History* 5 (January 2013) 121-38. For documentation and research notes for this article, see Series III, Subseries 24.
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- Jana Heinze, Helmut Schneider and Frederik Ferié, “Mapping the Consumption of Government Communication: A Qualitative Study in Germany,” *Journal of Public Affairs* 13:4 (2013) 370-83.
- David Donnelly, “Be Informed: The Challenges of Emergency Notification,” *PA [Public Administration] Times* 36:3 (July-September 2013) 2, 24.
- Beatriz Cuadrado-Ballesteros, José Frías-Aceituno and Jennifer Martinez-Ferrero, “The Role of Media Pressure on the Disclosure of Sustainability Information by Local Governments,” *Online Information Review* 38:1 (2014) 114-35.

- Sara Hoffman, “‘Just Because We Can’ – Governments’ Rationale for Using Social Media,” *Proceedings of the 22nd European Conference on Information Systems*, Tel Aviv, Israel, June 9-11, 2014.
- Matt Brady, “New Tech Tools Help Emergency Managers Counter Public Apathy,” *PA [Public Administration] Times Online*, 2014.
- Bibliographic information or front-matter only (paper-clipped):
 - Donald J. Calista, James Melitski, Marc Holzer and Aroon Manoharan, “Digitized Government in Worldwide Municipalities between 2003 and 2007,” *International Journal of Public Administration* 33:12-13 (2010) 588-600.
 - Marc Holzer, Aroon Manoharan and Gregg Van Ryzin, “Global Cities on the Web: An Empirical Typology of Municipal Websites,” *International Public Management Review* 11:3 (2010) 104-20.
 - Aroon Manoharan and Tony J. Carrizales, “Technological Equity: An International Perspective of E-Government and Societal Divides,” *Electronic Government: An International Journal* 8:1 (2011) 73-84.
 - Chiara Valentini, “Public Relations in the Public Sector: The Role of Strategic Communication in the Italian Public Administration,” *sinergie: Italian Journal of Management* 92 (September-December 2013) 93-113.

Part C

File 4: Chapters and Excerpts from Books

- Mordecai Lee, *Nixon’s Super-Secretaries: The Last Grand Presidential Reorganization Effort* (College Station: Texas A&M University Press, 2010). For documentation and research notes for this book, see Series III, Subseries 16.
- Christopher M. Shea and G. David Garson (eds.), *Handbook of Public Information Systems*, 3rd ed. (Boca Raton, FL: CRC/Taylor & Francis, 2010):
 - Chap. 4: Jeremy R. T. Lewis, “From Electronic FOIA [Freedom of Information Act] (EFOIA) to E-Government: The Development of Online Official Information Services, 1985-2009”
 - Chap. 12: Ed Downey, “An Assessment of the Value of County Web Sites in New York State”
 - Chap. 25: Patrick R. Mullen, “Performance Reporting Requirements for Information Technology and E-Government Initiatives”
 - Chap. 26: Alicia Schatteman, “Information Technology and Public Performance Management: Examining Municipal E-Reporting”
 - Chap. 27: Thomas J. Greitens and Lee Roberson, “The Challenges of Integrating Disparate Performance Data on a Governmental Web Site”
- Chap. 13: Don-Terry Veal, William I. Sauser Jr. and Maria T. Folmar, “The Multiple Dimensions of Transparency in Government,” *Change (Transformation) in Government Organizations*, edited by Ronald R. Sims (Charlotte, NC: Information Age Publishing, 2010).
- Mordecai Lee, *Congress vs. the Bureaucracy: Muzzling Agency Public Relations* (Norman: University of Oklahoma Press, 2011). For documentation and research notes for this book, see Series III, Subseries 19.
- (UK) Chap. 6: “Information, Persuasion and Deliberation,” Peter John, *Making Policy Work* (London: Routledge, 2011).

- James T. Sparrow, *Warfare State: World War II Americans and the Age of Big Government* (NY: Oxford University Press, 2011).
- Jesper Strömbäck and Spiro Kioulos (eds.), *Political Public Relations: Principles and Applications* (NY: Routledge, 2011):
 - Chap. 2: Diana Knott Martinelli, “Political Public Relations: Remembering its Roots and Classics”
 - Chap. 3: Paul S. Lieber and Guy J. Golan, “Political Public Relations, News Management, and Agenda Indexing”
 - Chap. 12: Karen Sanders, “Political Public Relations and Government Communication”
- Matt Leighninger, *Using Online Tools to Engage – and be Engaged by – the Public* (Washington, DC: IBM Center for the Business of Government, 2011).
- Diana B. Henriques, *The Wizard of Lies: Bernie Madoff and the Death of Trust* (NY: Times Books/Henry Holt, 2011).
- Mordecai Lee, *Promoting the War Effort: Robert Horton and Federal Propaganda, 1938-1946* (Baton Rouge: Louisiana State University Press, 2012). For documentation and research notes for this book, see Series III, Subseries 21.
- Bradford Fitch, *Media Relations Handbook for Government, Associations, Nonprofits, and Elected Officials*, 2nd ed. (edited by Jack Holt) (Alexandria, VA: TheCapitol.Net, 2012).
- Ines Mergel, *Working the Network: A Manager’s Guide for Using Twitter in Government* (Washington, DC: IBM Center for the Business of Government, 2012).
- Neil Barofsky, *Bailout: An Inside Account of How Washington Abandoned Main Street While Rescuing Wall Street* (NY: Free Press, 2012).
- Chap. 4: Suzanne Piotrowski and Yuguo Liao, “The Usability of Government Information: The Necessary Link between Transparency and Participation,” *State of Citizen Participation in America*, edited by Hindy Lauer Schachter and Kaifeng Yang (Charlotte, NC: Information Age Publishing, 2012).
- Chap. 8: “Public Communications – An Introduction,” Martial Pasquier and Jean-Patrick Villeneuve, *Marketing Management and Communications in the Public Sector* (London: Routledge, 2012).
- Chap. 7: María José Canel and Karen Sanders, “Government Communication: An Emerging Field in Political Communication Research,” *SAGE Handbook of Political Communication*, edited by Holli A. Semetko and Margaret Scammell (LA: Sage, 2012).
- Karen Sanders and María José Canel (eds.), *Government Communication: Cases and Challenges* (London: Bloomsbury, 2013):
 - Chap. 1: María José Canel and Karen Sanders, “Introduction: Mapping the Field of Government Communication”
 - Chap. 4: Brooke Fisher Liu and Abbey Blake Levenshus, “Opportunities, Challenges and Trends in US Federal Government Communication”
- Wendy Melillo, *How McGruff and the Crying Indian Changed America: A History of Iconic Ad Council Campaigns* (Washington, DC: Smithsonian, 2013).
- Alan S. Blinder, *After the Music Stopped: The Financial Crisis, the Response, and the Work Ahead* (NY: Penguin, 2013).
- Cass R. Sunstein, *Simpler: The Future of Government* (NY: Simon & Schuster, 2013).
- Jonathan Alter, *The Center Holds: Obama and His Enemies* (NY: Simon & Schuster, 2013).

- Adam S. Crowe, *Leadership in the Open: A New Paradigm in Emergency Management* (Boca Raton, FL: CRC/Taylor & Francis, 2013).
- Patricia Swann, *Cases in Public Relations Management: The Rise of Social Media and Activism*, 2nd ed. (NY: Routledge, 2014):
 - Case 2: “City Utility or Cash Cow? Top Agency Accused of Overbilling City”
 - Case 9: “Only in Texas: School District’s \$60 Million Stadium Attracts Media”
- Mark Harris, *Five Came Back: A Story of Hollywood and the Second World War* (NY: Penguin, 2014).
- (UK) Tony L. Doherty, Terry Horne and Simon Wootton, *Managing Public Services – Implementing Changes: A Thoughtful Approach to the Practice of Management*, 2nd ed. (London: Routledge, 2014).
- Michael J. Fagel (ed.), *Crisis Management and Emergency Planning: Preparing for Today’s Challenges* (Boca Raton, FL: CRC/Taylor & Francis, 2014):
 - Chap. 10: Jeremiah W. Dunlap, “Communications and Mass Casualty Events”
 - Chap. 11: Randall C. Duncan, “Emergency Management and the Media”
- Chap. 17: Kjersti Thornbørnsrud, Tine Ustad Figenschou and Øyvind Ihlen, “Mediatization of Public Bureaucracies,” *Mediatization of Communication*, edited by Knut Lundby (Berlin: De Gruyter/Mouton, 2014).
- Robert F. Durant, *Why Public Service Matters: Public Managers, Public Policy, and Democracy* (NY: Palgrave Macmillan, 2014).
- (UK) Nick Davies, *Hack Attack: The Inside Story of How the Truth Caught Up with Rupert Murdoch* (NY: Faber and Faber/Farrar, Straus and Giroux, 2014).
- Erwin Chemerinsky, *The Case Against the Supreme Court* (NY: Viking, 2014).
- (Canada) Ted Glenn, *Professional Communications in the Public Sector: A Practical Guide* (Toronto: Canadian Scholars’ Press, 2014).
- Chris Ansell and Ann Keller, *Adapting the Incident Command Model for Knowledge-Based Crises: The Case of the Centers for Disease Control and Prevention* (Washington, DC: IBM Center for the Business of Government, 2014).
- Chap. 7: Mordecai Lee, “Government is Different: A History of Public Relations in American Public Administration,” Burton St. John III, Margot Opdycke Lamme and Jacquie L’Etang (eds.), *Pathways to Public Relations: Histories of Practice and Profession* (London: Routledge, 2014). For documentation and research notes for this chapter, see Series III, Subseries 25.
- Chap. 4: Mordecai Lee, “Propaganda for War,” Nancy Snow (ed.), *Propaganda and American Democracy* (Baton Rouge: Louisiana State University Press, 2014).
- Chap. 31: Albert Meijer, “Transparency,” *Oxford Handbook of Public Accountability*, edited by Mark Bovens, Robert E. Goodin and Thomas Schillemans (Oxford, UK: Oxford University Press, 2014).

File 5: Other

- Basic online information about some of the US associations of professionals in government public relations (downloaded in 2012):
 - National Association of County Information Officers
 - National Information Officers Association (in emergency services and public safety)
 - National School Public Relations Association
 - North Carolina Association of Government Information Officers

- Regional Association of Public Information Officers, Mid-America Regional Council
- Utah Public Information Officer Association
- (Australia: Government Communications Australia)

Notes:

- Other significant contemporary government PR associations in the US, unlisted above, but with publications included throughout Series I, include:
 - California Association of Public Information Officials
 - City-County Communications & Marketing Association (3CMA)
 - National Association of Government Communicators
 - Public Affairs and Government Section of the Public Relations Society of America.
 - For information on the Government Public Relations Association (1949-58) in the US, see Series III, Subseries 12. Also, File 5 of that subseries has some modest documentation about a few other public sector PR organizations, mostly non-US.
- Justin Mosebach, “How Local Governments Benefit from Social Media,” August 23, 2011. ASPA [American Society for Public Administration] National Weblog.
 - Kennedy School of Government, Harvard University, “GSA’s Challenge.gov Earns Harvard Innovation Award” (new release), January 23, 2014.

Subseries 13: 2015-17

File 1: Government Documents and Publications

- Senators John McCain and Jeff Flake, *Tackling Paid Patriotism: A Joint Oversight Report*, November 4, 2015.
- GAO, “Environmental Protection Agency – Application of Publicity or Propaganda and Anti-Lobbying Provisions,” B-326944, December 14, 2015. Also related coverage: Eric Lipton and Michael D. Shear, “E.P.A broke law with social media push for water rule, auditor finds,” *NY Times*, December 15, 2015.
- Village of Whitefish Bay (WI), letter to property taxpayers including “Where Do My Property Taxes Go,” December 2015.
- Wisconsin Department of Revenue, “The State of Wisconsin might have found money that belongs to you!” enclosure with state income tax refund, spring 2016.
- GAO, “Public Relations Spending: Reported Data on Related Federal Activities,” GAO-16-877R, September 30, 2016.
- Enclosures with federal income tax refund, spring 2017:
 - Securities and Exchange Commission (SEC), “In the time it takes you to read the mail, you can take a great first step toward protecting your money”
 - Department of Treasury, “Put your tax refund to work for you”

File 2: Newspaper Articles and Online News Sites (including print advertisements by government agencies)

- Jason Miller, “GSA [General Services Administration] now in charge of dot-gov domain policy, issuance,” *Federal News Radio* news website, January 14, 2015.

- Tom Lo Bianco, “Gov. Pence ditches state-run news site plan after uproar,” *Indianapolis [IN] Star*, January 29, 2015.
- AP, “In emails, Disney worried about measles depiction,” *NY Times*, February 15, 2015, 21.
- Lori Aratani, “Metro [subway] brings in high-powered help to rebuild its image,” *Washington Post*, March 9, 2015.
- Brian Maffly, “Consultants raking in millions on Utah’s anti-fed campaigns,” *Salt Lake [City, UT] Tribune*, March 16, 2015.
- Paul Fahri, “Access denied: Reporters say federal officials, data increasingly off limits,” *Washington Post*, March 30, 2015.
- Paul Gores, “Allen to lead financial regulation in Wisconsin,” *Milwaukee [WI] Journal Sentinel*, April 5, 2015, 2D.
- Don Behm, “DNR [Department of Natural Resources] collects sturgeon eggs to help efforts at restoration,” *Milwaukee [WI] Journal Sentinel*, April 20, 2015, 3A.
- Ashley Luthern, “ATF [Alcohol, Tobacco and Firearms {federal agency}] billboard seeks to fight gun violence,” *Milwaukee [WI] Journal Sentinel*, May 6, 2015, 4A.
- Josh Plaskoff, “4 myths of citizen experience,” *Nextgov.com* news website, July 30, 2015.
- Saba Imtiaz, “In Pakistan, U.S. aid agency’s efforts are yielding dubious results,” *NY Times*, September 13, 2015, 10.
- Meg Jones, “DOT partners with traffic app Waze,” *Milwaukee [WI] Journal Sentinel*, January 11, 2016, 2A.
- Robert Pear, “Tax scams are targeting uninsured, I.R.S. [Internal Revenue Service] warns,” *NY Times*, January 31, 2016, 18.
- Lewis Kamb, “Sound Traffic pulls survey question that may break law,” *Seattle [WA] Times*, April 3, 2016. Using survey research to figure out how to get a majority to vote for a referendum.
- Prashant S. Rao, “A rookie learns to fly a drone,” *NY Times*, April 14, 2016, B7.
- Wisconsin Department of Transportation, “Clip it or ticket” (ad), *Milwaukee [WI] Journal Sentinel*, April 25, 2016, 8A.
- Jennifer Kay, AP, “Public to track Zika carriers,” *Milwaukee [WI] Journal Sentinel*, May 17, 2016, 4A.
- Paul A. Smith, “Snapshot Wisconsin,” *Milwaukee [WI] Journal Sentinel*, May 19, 2016, 1A, 5A.
- Tom Temin, “Federal websites can spill over into propaganda,” *Federal News Radio* news website, June 3, 2016.
- Cass R. Sunstein, “When America says yes to government” (opinion column), *NY Times*, June 21, 2016, SR [Sunday Week in Review section] 5.
- Ricardo Alonso-Zaldivar, AP, “Obamacare goals set,” *Milwaukee [WI] Journal Sentinel*, October 20, 2016, 2D.
- “Facebooks Sandberg to sponsor Navy submarine,” *Milwaukee [WI] Journal Sentinel*, November 12, 2016, 3D.
- Mary Spicuzza, “Barrett signs lead pipe ordinance,” *Milwaukee [WI] Journal Sentinel*, December 21, 2016, 2A.
- Jon Greenberg, Politifact, “Medicaid-ACA [Affordable Care Act, aka Obamacare] tally hard to measure,” *Milwaukee [WI] Journal Sentinel*, January 23, 2017, 2A.

- Mary Spicuzza, “‘Lead-Safe’ effort launched,” *Milwaukee [WI] Journal Sentinel*, February 4, 2017, 4A.
- Drug Enforcement Administration (DEA), “Turn in your unused or expired prescription medication for safe disposal” (ad), *Milwaukee [WI] Journal Sentinel*, April 27, 2017, 6A.
- “Honor Roll,” *Milwaukee [WI] Journal Sentinel* (paper-clipped): This is an occasional feature with photos and news provided by the Navy about Wisconsinites serving in the Navy. In this case, it was about a shipboard Public Affairs Officer (PAO) – and who probably was involved in providing this service! May 22, 2017, 1C. A few earlier examples of this feature involving non-PAOs:
 - June 8, 2015, 1C.
 - July 27, 2015, 1C.
 - September 14, 2015, 1C.
- Forest Service, “Spark a Change, Not a Wildfire” (ad), *Milwaukee [WI] Journal Sentinel*, June 18, 2017, 6A.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

Note to Users: A reminder that this collection generally omits the major peer-review academic publications in public relations and public administration. Relevant articles are relatively easy to identify and download on major online databases.

- Michael Hall, “Concept Mapping, Public Opinion and Public Administration,” *PA [Public Administration] Times* 1:3 (Fall 2015) 25, 53.
- Mark Weber et al., “Implementing Strategic Communications Planning in Large Federal Agency,” *Innovation Journal: The Public Sector Innovation Journal* 20:3 (2015), article 3.
- Kara Alaimo, “Which government officials leak unauthorized information to the press in Washington?” *Journal of Public Affairs* 16:1 (2016) 7-15.
- Mordecai Lee, “Public Reporting in Public Administration, circa 1939: The Annual Report as Fictional Radio Stories,” *Public Voices* (forthcoming 2018-19). For documentation and research notes for this article, see Series III, Subseries 27.

File 4: Chapters and Excerpts from Books

- Chap. 11, “The Media,” Vince Meconi, *A Practical Guide to Government Management* (Lanham, MD: Bernan, 2015).
- James L. Perry and Robert K. Christensen (eds.), *Handbook of Public Administration*, 3rd ed. (San Francisco: Jossey-Bass/Wiley, 2015):
 - Chap. 7: Gregory A. Porumbescu and Tobin Im, “Using Transparency to Reinforce Responsibility and Responsiveness”
 - Chap. 8: Tina Nabatchi, Jack Alexander Becker and Matt Leighninger, “Using Public Participation to Enhance Citizen Voice and Promote Accountability”
 - Chap. 13: Tony Bovaird and Elke Loeffler, “Coproducting Public Services with Service Users, Communities, and the Third Sector”
 - Chap. 25: Ines Mergel, “Designing Social Media Strategies and Policies”
 - Chap. 30: James L. Garnett, “Communicating Effectively”

- Arild Wæraas and Moshe Maor (eds.), *Organizational Reputation in the Public Sector* (NY: Routledge, 2015):
 - Chap. 1: Arild Wæraas and Moshe Maor, “Understanding Organizational Reputation in a Public Sector Context”
 - Chap. 2: Moshe Maor, “Theorizing Bureaucratic Reputation”
- Chap. 1: Mordecai Lee, “E-Government and Public Relations: It’s the Message, Not the Medium,” *E-Government and Websites: A Public Solutions Handbook*, edited by Aroon Manoharan (NY: Routledge, 2015).
- Chap. 1: David H. Rosenbloom, “The Public Context,” *Public Administration Evolving: From Foundations to the Future*, edited by Mary E. Guy and Marilyn M. Rubin (NY: Routledge, 2015).
- Tony Bovaird and Elke Loeffler (eds.), *Public Management and Governance*, 3rd ed. (London: Routledge, 2016):
 - Chap. 22: Elke Loeffler and Steve Martin, “Citizen Engagement”
 - Chap. 23: Elke Loeffler, “Co-production of Public Services and Outcomes”
 - Chap. 24: Alasdair Roberts, “Transparency in Government”
- Steve Olson, *Eruption: The Untold Story of Mount St. Helens* (NY: W. W. Norton, 2016).
- Adam Sheingate, *Building a Business of Politics: The Rise of Political Consulting and the Transformation of American Democracy* (NY: Oxford University Press, 2016).
- Douglas Brinkley, *Rightful Heritage: Franklin D. Roosevelt and the Land of America* (NY: HarperCollins, 2016).
- David Greenberg, *Republic of Spin: The Inside History of the American Presidency* (NY: W. W. Norton, 2016).
- Chap. 13: James L. Garnett and Amanda M. Olejarski, “Public Administrative Communication,” *Foundations of Public Administration*, edited by Jos C. N. Raadschelders and Richard J. Stillman II (Irvine, CA: Melvin & Leigh, 2017).
- Chap. 6: Mordecai Lee, Fraser Likely and Jean Valin, “Government Public Relations in Canada and the United States,” *North American Perspectives on the Development of Public Relations*, edited by Tom Watson (London: Palgrave Macmillan/Springer, 2017).
- Chap. 12: Mordecai Lee, “The Practice of Public Affairs in Public Administration,” *SAGE Handbook of International Corporate and Public Affairs*, edited by Phil Harris and Craig S. Fleisher (Thousand Oaks, CA: Sage, 2017). For documentation and research notes for this chapter, see Series III, Subseries 26.
- David H. Rosenbloom, Patrick S. Malone and Bill Valdez (eds.), *Handbook of Federal Government Leadership and Administration: Transforming, Performing, and Innovating in a Complex World* (NY: Routledge, 2017):
 - Chap. 8: Angelo Ioffreda, “Communicating to Drive Engagement and Trust”
 - Subchapter on social media in Chap. 13: Kim Mosser Knapp, “Emerging Challenges for Federal Government Leaders,” 288-93 (references begin on p. 300).

File 5: Other

- *Encyclopedia of Public Administration and Public Policy*, 3rd ed. (NY: Taylor & Francis, 2016):
 - Stephan Grimmelikhuijsen, “Transparency” (bibliographic information only)
 - Mordecai Lee, “Bureaucracy: Media and Bureaucracy in the U.S.”
 - Mordecai Lee, “Public Relations in Public Administration”

- Packet relating to an initiative in 2015-16 by Kevin R. Kosar of the R Street Institute (Washington, DC) and Prof. John Maxwell Hamilton (LSU) regarding federal agency PR:
 - John Maxwell Hamilton, “Why you should care about the ‘Third Dimension’ of government information,” *theconversation.com*, June 5, 2015.
 - Kevin Kosar, “Illegal P.R.: The EPA’s [Environmental Protection Agency] propaganda machine,” *Weekly Standard* 20:48 (September 7, 2015).
 - Kevin Kosar, “The Federal Government’s Information Machine,” *History News Network* website, October 26, 2015.
 - Kevin Kosar, “The EPA’s [Environmental Protection Agency] Illegal Propaganda,” *Weekly Standard* (December 16, 2015).
 - Agenda and handouts from conference on government information, R Street Institute, Washington, DC, April 19, 2016.
 - John Maxwell Hamilton and Kevin R. Kosar, “Government Information and Propaganda: How to Draw a Line?” Policy Study No. 73 (October 2016), R Street Institute, Washington, DC.

Series II

Public Administration PR: Subject Files

Subseries 1: Government Reporting to the Public

Notes:

- Due to the volume of material on public reporting, it is presented here as a separate collection, rather than being fully submerged in the Series I, the chronological files. However, the two foci are oft-times indivisible. Therefore, researchers interested in this subject may also find some relevant materials throughout Series I.
- This subseries includes research materials and documentation from three of Mordecai's writings:
 - "Is There Anything New Under the Sun? Herbert Simon's Contributions in the 1930s to Performance Measurement and Public Reporting of Performance Results," *Public Voices* 6:2-3 (2003) 73-82.
 - "E-Reporting: Using Managing-for-Results Data to Strengthen Democratic Accountability," in John M. Kamensky and Al Morales (eds.), *Managing for Results 2005* (Lanham, MD: Rowman & Littlefield, 2005), chap. 4.
 - "The History of Municipal Public Reporting," *International Journal of Public Administration* 29:4-6 (April 2006) 453-76.
- This subseries does not include research materials and documentation from some of Mordecai's other more specialized writings on public reporting. See Series III for:
 - Subseries 6: US Office of Government Reports
 - Subseries 7: Miriam Roher's empirical experiments in municipal reporting
 - Subseries 9: Exhibits and other visual forms of reporting
 - Subseries 18: Seminal writings by Professor Herman Beyle on public reporting
 - Subseries 27: Radio version of an annual report

File 1: 1910s-1930s

- "Chicago's Bureau of Information and Publicity," *National Municipal Review* 1:4 (October 1912) 740-41.
- Herbert R. Sands, "Departmental Reporting for Cities and Counties," *American City*:
 - Part 1: 7:2 (February 1915) 126-31
 - Part 2: 7:3 (March 1915) 217-20
- Ernest S. Bradford, *Commission Government in American Cities* (NY: Macmillan, 1915).
- William Bennett Munro, *Principles and Methods of Municipal Administration* (NY: Macmillan, 1916).
- Chap. 6: "Accounting and Reporting Methods," Henry Bruère, *The New City Government* (NY: D. Appleton, 1916).
- Toledo (OH) Commission of Publicity and Efficiency, *Toledo City Journal*, issues with city and departmental reports, 1917-26.
- Arthur Woods, *Policeman and Public* (New Haven, CT: Yale University Press, 1919).

- John F. Willmott, "Public Reports and Public Opinion," *National Municipal Review* 13:8 (August 1924) 421-25.
- William Bennett Munro, *Municipal Government and Administration; Vol. 1: Government* (NY: Macmillan, 1925).
- "Selling City Administration to the Citizens," *City Manager Magazine* 8:3 (March 1926) 100-07.
- Clarence E. Ridley, "Municipal Reports," *National Municipal Review* 16:4 (April 1927) 243-45.
- Wylie Kilpatrick, *Reporting Municipal Government*, Publication No. 9 (NY: Municipal Administration Service, 1928).
- Herman C. Beyle, *Governmental Reporting in Chicago* (Chicago: University of Chicago Press, 1928). Excerpt relating to exhibits. For a longer excerpt and for research documentation and material, see Series III, Subseries 18.
- Clarence E. Ridley, "Appraising Public Reports," *National Municipal Review* 17:3 (March 1928) 150-53.
- Leonard D. White, "Public Administration, 1928," *APSR* 23:2 (May 1929) 437.
- Manley O. Hudson, "An Annual Report by the Secretary of State – A Suggestion," *American Journal of International Law* 22:3 (July 1928) 624-29.
- Wylie Kilpatrick, "Government Reporting," *Encyclopedia of the Social Sciences*, Vol. 7 (NY: Macmillan, 1932) 130-32.
- "Public Reporting," Leonard D. White, *Trends in Public Administration* (NY: McGraw-Hill, 1933).
- "Reports," William Bennett Munro, *Municipal Administration* (NY: Macmillan, 1934).
- Chap. 11: Roscoe C. Martin, "Public Reporting," *The Government of Texas: A Survey*, edited by S. D. Myres Jr. ([Dallas, TX:] Southern Methodist University, 1934).
- Sections on reporting in "How City Managers Maintain Contact with the Public," *Public Management* 16 (October 1934) 297-309.
- Phillips Bradley, *Making Municipal Reports Readable* (Concord, NH: New Hampshire Foundation, 1935).
- "Reporting Government to the Citizens," *Public Management* 17:2 (February 1935) 38-40.
- Reporting by National Resources Board: John M. Gaus and Leonard D. White, "Public Administration in the United States in 1934," *APSR* 29:3 (June 1935) 450.
- "Techniques of Municipal Reporting," *Public Management* 17:12 (December 1935) 365-68.
- J. T. Barton, *Municipal Public Reporting in Texas* (monograph), *University of Texas Bulletin*, No. 3627; Bureau of Research in Social Studies No. 22, Municipal Studies No. 9 (July 15, 1936).
- Howard P. Jones, "Economy in Public Reporting" (editorial), *National Municipal Review* 25:12 (December 1936) 692.
- Daniel W. Hoan (Socialist Mayor of Milwaukee, WI), *City Government: The Record of the Milwaukee Experiment* (NY: Harcourt, Brace, 1936).
- Section on "The Public Reporting Contest" in Herbert A. Simon, "Inter-City Contests," *Municipal Year Book 1937* (Chicago: International City Managers' Association, 1937) 142-44.
- Clarence E. Ridley, "Municipal Reporting Taken Seriously," *Public Opinion Quarterly* 1:1 (January 1937) 112-16.

- *Commonwealth Review* (College of Social Science, University of Oregon) 19:2 (May 1937):
 - Merle R. Chessman, "Reporting Governmental Activities to the Public," 147-52
 - Hollis R. Thompson, "Reporting to the Public," 152-53
- "City Manager Reports by 'Movie'," *National Municipal Review* 17:11 (November 1938) 560.
- Herbert A. Simon, "Municipal Reporting," *Municipal Year Book 1938* (Chicago: International City Managers' Association, 1938) 47-51.
- Hal Hazelrigg, "Has the City Lost its Voice?" *Public Opinion Quarterly* 2:3 (July 1938) 457-65.
- Herbert A. Simon and Clarence E. Ridley, "Trends in Municipal Reporting," *Public Opinion Quarterly* 2:3 (July 1938) 465-68.
- W. C. Clark, "Municipal Reports or Museum Pieces?" *Public Opinion Quarterly* 3:2 (April 1939) 292-98.
- Herbert A. Simon, "Municipal Reporting," *Municipal Year Book 1939* (Chicago: International City Managers' Association, 1939) 38-42.
- December 30, 1939: Peter H. Odegard (chair), "Public Reporting by Federal Agencies," roundtable session at the annual conference of the American Political Science Association (program summary only, no text). Participants included James L. McCamy, Milton Eisenhower, Edward L. Bernays and E. Pendleton Herring. Kenneth Colegrove, "Thirty-fifth Annual Meeting," *APSR* 34:1 (February 1940) 124-25.

File 2: 1940s

- Clarence E. Ridley, "Municipal Reporting," *Municipal Year Book 1940* (Chicago: International City Managers' Association, 1940) 248-53.
- Chap. 14: "Public Reporting" (probably written by Herbert Simon), *The Technique of Municipal Administration* (Chicago: International City Managers' Association, July 1940).
Note: The reading list on p. 517 is dated December 1942, likely from a later reprinting of that edition of the book.
- December 28 & 30, 1940: Two-part panel on "Public Reporting," organized by James L. McCamy, annual conference of the American Political Science Association (program summary only, no text). Participants included Herman Beyle and Rensis Likert. Kenneth Colegrove, "Thirty-sixth Annual Meeting," *APSR* 35:1 (February 1941) 122, 131.
- Harold Seidman, *Investigating Municipal Administration* (NY: Institute of Public Administration, Columbia University, 1941).
- Clarence E. Ridley, "Municipal Reporting," *Municipal Year Book 1941* (Chicago: International City Managers' Association, 1941) 253-58.
- "Notes on Public Reporting," *Civil Service Assembly News Letter* 7:1 (January 1941) 4.
- "Dayton Asks Better Reports" and "Vermont Improves Reports," *National Municipal Review* 30:2 (February 1941) 102, 108.
- Harold S. W. MacFarlin, "Rochester Tells its Taxpayers" and "Massachusetts Town Report Contest," *National Municipal Review* 30:3 (March 1941) 169.
- David G. Rowlands, "Use of Movies in Reporting to Citizens," *Public Management* 23:3 (March 1941) 67-71.
- "Of Reports and Reporters," *National Municipal Review* 30:4 (April 1941) 217.
- "Public Reporting," *National Municipal Review* 30:6 (June 1941) 385.

- “Two Rivers Uses New Public Relations Technique,” *Civil Service Assembly News Letter* 7:10 (October 1941) 2.
- “News from New Hampshire: Town Report Contest,” *National Municipal Review* 30:11 (November 1941) 651-52.
- “Bills Carry City Facts to Householders,” *National Municipal Review* 30:12 (December 1941) 730-31.
- Clarence E. Ridley, “Municipal Reporting,” *Municipal Year Book 1942* (Chicago: International City Managers’ Association, 1942) 346-52.
- Frederic E. Merwin, “The Reporting of Public Affairs,” *Annals of the American Academy of Political and Social Science* 219 (January 1942) 120-26.
- Louise K. Wilde, “College Students Survey a City,” *National Municipal Review* 31:1 (January 1942) 43-44.
- Ruth M. Williams, “Roundup,” *National Municipal Review* 31:5 (May 1942) 287.
- John L. Scott, “How Good are Municipal Reports?” *Public Management* 14:8 (August 1942) 234-37.
- “‘American Reporter’: An official daily gets to the dummy stage in Washington,” *Tide* 16:21 (November 1, 1942) 22-23.
- “Prizes Awarded in Maine Town Report Competition” and “Recent Municipal Reports,” *National Municipal Review* 31:11 (December 1942) 628, 640-41.
- J. Fred Rippy Jr., “Municipal Reporting,” *Municipal Year Book 1943* (Chicago: International City Managers’ Association, 1943) 322-28.
- *Modernizing Municipal Reports* (Hartford, CT: Connecticut Public Expenditure Council, 1943).
- Alfred Willoughby, “Reports and Reporting” (editorial), *National Municipal Review* 32:4 (April 1943) 166-67.
- W. Brooke Graves, “State Government Reporting in Wartime,” *State Government* 16:7 (July 1943) 156-59, 166-67.
- J. Fred Rippy Jr., “Municipal Reporting,” *Municipal Year Book 1944* (Chicago: International City Managers’ Association, 1944) 302-10.
- J. Fred Rippy Jr., “How Cities are Keeping Citizens Informed,” *Public Management* 26:2 (February 1944) 36-40.
- “Study Analyzes Civil Service Annual Reports,” *Civil Service Assembly News Letter* 10 (November 1944) 86.
- J. Fred Rippy Jr., “Reporting Municipal Activities to Citizens,” *Public Management* 27:4 (April 1945) 100-04; and related editorial, p. 97 (probably written by Clarence Ridley).
- *Planning the Modern Municipal Report* (NY: Research Division, Mead Corporation, 1946).
- Richard H. Custer, “Municipal Reporting,” *Municipal Year Book 1947* (Chicago: International City Managers’ Association, 1947) 223-27.
- Richard H. Custer, “Trends in Reporting to the Public,” *Public Management* 29:2 (February 1947) 40-43.
- Oscar Richard, “The Public-Relations Value of the Annual Report,” *Public Personnel Review* 8:3 (July 1947) 144-50.
- Clarence E. Ridley and Herbert A. Simon, *Specifications for the Municipal Annual Report* (Chicago: International City Managers’ Association, 1948).

- Henry F. Goodnow, "Trends in Reporting to the Public," *Public Management* 30:5 (May 1948) 126-29.
- Joseph S. Toner, "How Good is Your Annual Report?" *Public Management* 30:11 (November 1948) 318-21.
- "Public Reporting," Lewis B. Sims, "Improving Federal Management Services," *APSR* 43:5 (October 1949) 999-1000.
- Albert Lepawski, *Administration: The Art and Science of Organization and Management* (NY: Alfred A. Knopf, 1949) 552-53. His observations on public reporting circa 1949 placed after excerpt from Wylie Kilpatrick's 1928 *Reporting Municipal Government* (above: File 1).
- WorldCat/OCLC bibliographic entries:
 - Elaine H. Librescot, "Annual Reporting in New York City," master's thesis, Columbia University, 1943.
 - June G. Gaughran, "Annual Report of Detroit City Departments," master's thesis, Wayne State University, 1946.
 - Rene N. Ballard, "Public Reporting in Utah State Government," master's thesis, University of Utah, 1947.
 - Raymond Uhl, *Local Government Reporting in Maryland*, publication no. 48 (Baltimore, MD: State Planning Commission, 1947).

File 3: 1950-1999

- Donald M. Oakes, "Keeping the Citizen Informed," *Public Management* 32:11 (November 1950) 247-51.
- Carl D. Mullican, *Public Reporting for Municipalities*, Municipal Study Series 12 (University, MS: Bureau of Public Administration, University of Mississippi, 1951). Front-matter only.
- "Public Relations – How 40 California Cities Supplement the Local Press," *Western City* (published by the League of California Cities) 28:2 (February 1952) 41.
- Ralph W. Snyder, "Municipal Reporting in 1953," *Municipal Year Book 1954* (Chicago: International City Managers' Association, 1953) 269-76. Note: This appears to be the last time this annual publication had a section limited to public reporting (vs. public relations more generally).
- O. W. Campbell, "San Diego's 1951 Annual Report," *PAR* 13:1 (Winter 1953) 30-32.
- Roger A. Freeman, "Reporting to the taxpayers," *Public Relations Journal* 9:4 (April 1953) 3-4.
- Albert C. Henry, "The Annual Municipal Report: An Examination of the Scope and Method of Public Reporting," master's thesis, University of Rhode Island, 1962. Bibliographic entry only.
- Lempi K. Matthews, *Making the Most of Your Annual Report* (Chicago: Public Personnel Association, 1963). Front-matter only.
- *Results of the Reverse Annual Report: A Community Attitude and Opinion Survey*, September 1, 1963 (City of Roseville, Placer County, CA, 1963).
- Discussion of the Department of Defense's film annual report:
 - March 27, 1963: US House, Committee on Appropriations, Subcommittee on Department of Defense Appropriations, *Department of Defense Appropriations for 1964; Part 4: Operation and Maintenance*, public hearings. 88th Cong., 1st sess., 972-73.

- June 11, 1968: US Senate, Committee on Appropriations, *Department of Defense Appropriations for Fiscal Year 1969*, Part 4. 90th Cong., 2nd sess., 1894.
- Ernst S. Griffith, *A History of American City Government: The Progressive Years and Their Aftermath, 1900-1920* (NY: Praeger, 1974).
- Ralph E. Thayer, "The Local Government Annual Report as a Policy Planning Opportunity," *PAR* 38:4 (July-August 1978) 373-76.
- Frances H. Carpenter and Florence C. Sharpe, *Popular Reporting: Local Government Financial Reports to the Citizenry* (Norwalk, CT: Governmental Accounting Standards Board, 1992). Bibliographic information only.
- Glen Hahn Cope, "Bureaucratic Reform and Issues of Political Responsiveness," *Journal of Public Administration Research and Theory* 7:3 (July 1997) 461-71.
- Florence C. Sharpe, Frances H. Carpenter and Robert F. Sharp, "Popular Financial Reports for Citizens," *CPA Journal* 68:3 (March 1998) 34-38.
- Harry P. Hatry, *Performance Measurement: Getting Results* (Washington, DC: Urban Institute, 1999).

File 4: 2001-2008

- Elaine Morley, Scott P. Bryant and Harry P. Hatry, *Comparative Performance Measurement* (Washington, DC: Urban Institute, 2001).
- Robert S. Kravchuk and William R. Voorhees, "The New Governmental Financial Reporting Model under GASB Statement No. 34: An Emphasis on Accountability," *Public Budgeting & Finance* 21:3 (Fall 2001) 1-30.
- Mordecai Lee, "The Neglected Potential of E-Government," *PA [Public Administration] Times* 25:1 (January 2002) 5.
- Barbara A. Chaney, Dean Michael Mead and Kenneth R. Schermann, "The New Governmental Financial Reporting Model," *Journal of Government Financial Management* 51:1 (Spring 2002) 26-31.
- Ellen Perlman, "The People Connection," *Governing* (September, 2002) 32-39.
- Kathe Callahan, "Performance Measurement, Citizen-Driven," (entry), *Encyclopedia of Public Administration and Public Policy* (NY: Marcel Dekker, 2003) 910-16.
- *Citizen-Driven Government Performance: Case Studies and Curricular Resources* (Newark, NJ: National Center for Public Productivity, Graduate Department of Public Administration, Rutgers University-Newark, 2003).
- Mordecai Lee, "Is There Anything New Under the Sun? Herbert Simon's Contributions in the 1930s to Performance Measurement and Public Reporting of Performance Results," *Public Voices* 6:2-3 (2003) 73-82.
- Mordecai Lee, "Credibility and Trust are Enhanced When Public Reporting Precedes Citizen Participation," *PA [Public Administration] Times* 26:7 (July 2003) 4.
- James Fountain et al., *Reporting Performance Information: Suggested Criteria for Effective Communication* (Norwalk, CT: Governmental Accountability Standards Board, August 2003).
- Alfred Ho, "Perceptions of Performance Measurement and the Practice of Performance Reporting by Small Cities," *State and Local Government Review* 35:2 (Fall 2003) 161-73.
- Jonathan Walters, "Speaking Truth to Power: The Art of Conducting Thorough – and Balanced – Audits," *Governing* 17:2 (November 2003) 34.

- Chap. 11: "Information Technology, Accountability, and Information Stewardship," Bruce Rocheleau, *Public Management Information Systems* (Hershey, PA: Idea Group Publishing, 2006).
- Oz Frankel, *States of Inquiry: Social Investigations and Print Culture in Nineteenth-Century Britain and the United States* (Baltimore, MD: Johns Hopkins University Press, 2006).
- Eric Kavanagh, "Citizen Auditors – Web-Enabled, Open-Source Government," *Public Manager* 35:1 (Spring 2006) 20-25.
- Mordecai Lee, "Empirical Experiments in Public Reporting: Reconstructing the Results of Survey Research in 1941-42," *PAR* 66:2 (March-April 2006) 252-62. For documentation and research notes for this article, see Series III, Subseries 7.
- Jonathan Walters, "The Fine Art of Reporting Results," *Governing* 19:11 (August 2006) 70-72.
- Bernadette A. Lear, "'Tis better to be brief than tedious'? The Evolution of the American Public Library Annual Report, 1876-2004," *Libraries & the Cultural Record* 41:4 (Fall 2006) 462-86.
- Jonathan B. Justice, James Melitski and Daniel L. Smith, "E-Government as an Instrument of Fiscal Accountability and Responsiveness," *American Review of Public Administration* 36:3 (September 2006) 301-22.
- Mordecai Lee, "The History of Municipal Public Reporting," *International Journal of Public Administration* 29:4-6 (April 2006) 453-76.
- Alfred T. Ho, *Engaging Citizens in Measuring and Reporting Community Conditions: A Manager's Guide* (Washington, DC: IBM Center for the Business of Government, 2007).
- Chap. 4: "Communicating Results," Kathe Callahan, *Elements of Effective Governance: Measurement, Accountability and Participation* (Boca Raton, FL: Taylor & Francis, 2007).
- Janet Mack and Christine Ryan, "Is there an audience for public sector annual reports? Australian evidence," *International Journal of Public Sector Management* 20:2 (2007) 134-46.
- Kristin R. Eschenfedler and Clark A. Miller, "Examining the role of web site information in facilitating different citizen-government relationships: A case study of state chronic wasting disease web sites," *Government Information Quarterly* 24:1 (January 2007) 64-88.
- Albert Jacob Meijer, "Publishing public performance results on the Internet: Do stakeholders use the Internet to hold Dutch public service organizations to account?" *Government Information Quarterly* 24:1 (January 2007) 165-85.
- Joy A. Clay, "Popular Reporting," *Encyclopedia of Public Administration and Public Policy*, 2nd ed. (Boca Raton, FL: Taylor & Francis, 2008) 1516-18.
- Chap. 48: Kathe Callahan, "Influencing the Policy Process: Making Performance Reports Relevant to Citizens," *Handbook of Research Methods in Public Administration*, 2nd ed., edited by Kaifeng Yang and Gerald J. Miller (Boca Raton: CRC/Taylor & Francis), 2008).
- GAO, "Comptroller General Walker Commends Treasury-OMB [Office of Management and Budget] Citizen's Guide" (news release), February 14, 2008. Attached: *The Federal Government's Financial Health: A Citizen's Guide to the 2007 Financial Report of the United States Government*.
- Alicia M. Schatteman, "Is Public Performance Reporting Living up to its Expectations? A Bibliographic Essay," *Public Performance & Management Review* 32:2 (December 2008) 309-27.

File 5: 2010-2017

- John M. Kamesky, "Rethinking the Role of Citizens in a Gov 2.0 World," *Business of Government* (Spring 2010) 68-71.
- (Canada) Alicia Schatteman, "The state of Ontario's municipal performance reports: A critical analysis," *Canadian Public Administration* 53:4 (December 2010) 531-50.
- Chap. 10: Daphne Rixon and Sheila Ellwood, "Reporting for Public Sector Agencies: A Stakeholder Model," *Social Accounting and Public Management: Accountability for the Common Good*, edited by Amanda Ball and Stephen P. Osborne (NY: Routledge, 2011).
- Chap. 29: Helen Margetts, "Electronic Government: A Revolution in Public Administration?" *SAGE Handbook of Public Administration*, 2nd ed., edited by B. Guy Peters and Jon Pierre (LA: Sage, 2012).
- Eveanna Barry, "Reporting to the Citizens About the Business of Government," *Public Manager* 42:4 (Winter 2013) 44-45.
- Mordecai Lee, "Public Reporting Builds Agency Accountability," *PA [Public Administration] Times* 36:1 (January-March 2013) 2-3.
- Juita-Elena Yusuf et al., "For the People: Popular Financial Reporting Practices of Local Governments," *Public Budgeting & Finance* 33:1 (Spring 2013) 95-113.
- James Melitski and Aroon Manoharan, "Performance Measurement, Accountability, and Transparency of Budgets and Financial Reports," *Public Administration Quarterly* 38:1 (Spring 2014) 38-70. First page only.
- Robert J. O'Neill Jr., online column in *Governing* "Performance Management in Government: The Old is New Again," September 8, 2014. Also attached: "A Roadmap to Measuring Performance," March 12, 2008.
- Chap. 3: Thomas J. Greitens and M. Ernita Joaquin, "Improving the Effectiveness of E-Reporting in Government with the Concept of Multiple Accountability," *E-Government and Websites: A Public Solutions Handbook*, edited by Aroon Manoharan (NY: Routledge, 2015).
- Daniel Castro, "States Should Kill the Annual Report, Here's Why," December 11, 2015, *Governing* (online).
- Mordecai Lee, "Accountability: Public Reporting," *Encyclopedia of Public Administration and Public Policy*, 3rd ed. (NY: Taylor & Francis, 2016).

File 6: Examples of Reports by Governmental Units, 1925-2017

- Folder A: Some early commentators on public reporting praised as models the annual reports of Alabama's State Board of Health. This folder contains full copies of the agency's annual reports for 1925-27, 1927-29, 1949-51, 1951-53 and 1953-55. (Naturally, the caveat and reminder that this was a time of intense racial discrimination against African Americans. These reports should be presumed to give greater weight to the health of whites than blacks.)
- Folder B: These are reports were unsystematically collected by Mordecai. Many are from governmental units in the Milwaukee metropolitan area and the State of Wisconsin. Some are not annual reports per se, rather are other governmental documents that include reporting-style information (such as tax forms).

Subseries 2-9: Non-comprehensive collections on subjects overlapping with government PR.

Note: There are several areas of scholarly attention that overlap with government PR. The materials Mordecai collected relating to them are in Subseries 2-9. However, inevitably, some of the contents of Series I are relevant to each of these topics. Researchers with specific interests are encouraged to search the titles of items in Series I as well for additional relevant material.

Subseries 2: Citizen Participation in Government and Co-Production, 1969-2016

Subseries 3: Marketing and Branding, 1969-2015

Subseries 4: Citizens' Ratings of Individual Government Agencies, 2000-2016

Subseries 5: Transparency and Freedom of Information, 1972-2016

Subseries 6: Use of Social Media by Government, 2008-2017

Subseries 7: Government Information Sites and Call Centers, 2002-2015

Note: In the US, telephone call centers are usually three-digit numbers ending in "11", e.g. 211 and 311.

Subseries 8: Government and the News Media, 1937-2014

Subseries 9: Citizenship in a Modern Democracy, 1990-2013

Series III

Public Administration PR:

Research Documentation and Records from Mordecai's Writings (Selected)

Notes:

- Many of the government documents, archival materials and published materials that were cited in Mordecai's published writings have been merged into the chronological files (Series I). Therefore, not all of his individual publications have a discrete subseries below. The materials in this series tend to be on highly specialized topics.
- The series is presented in chronological order according to when the item was published (or prepared).

Subseries 1: Mordecai's unpublished writings about government PR, Graduate School, Syracuse University, Syracuse, NY, 1971-73

- "An Analysis of Two Research Studies in the Area of Effect Analysis of Persuasive Communication," course: Research Methods in Public Administration, Political Science (POS) 831, Fall 1971
- Semester research project, course: "Communication Theory," COMM 755, Fall 1971
- Semester research project, course: "Administrative Communication," COMM 726, Spring 1972
- Semester research project, course: "Government Information and Communication," COMM 626, Spring 1972
- "External Communication Patterns of the Federal Bureaucracy," guest lecture at Newhouse School of Communication, Syracuse University, April 19, 1972. Handwritten.
- "The Compleat [*sic*] Spokesman," 1972-73. Note: A much-revised and updated version was published as "At the Intersection of Bureaucracy, Democracy and the Media: The Effective Agency Spokesperson," Ali Farazmand (ed.), *Bureaucracy and Administration* (Boca Raton, FL: CRC Press, 2009), chap. 21 (see Series I above).

Subseries 2: Mordecai's dissertation: "Congressional Oversight of Pentagon Public Relations," Syracuse University, Syracuse, NY, 1975

Notes:

- Mordecai donated a copy of his dissertation to the BU library collection.
- Some of the primary materials cited in the dissertation were referenced in "When Congress Tried to Cut Pentagon Public Relations: A Lesson from History," *Public Relations Review* 26:2 (Summer 2000) 131-54. It is an abridged version of his dissertation (See Series I above).
- Some of the primary materials cited in the dissertation can also be found in Subseries 22 below, which was an extension of the events covered in his dissertation and 2000 article in *PRR*. "Toward Generalizing about Congressional Control over Agency PR: The

Failure of Spending Limits on Pentagon PR, 1951-1959,” *Public Administration Quarterly* 36:3 (Fall 2012) 341-79.

File:

- May 1972: two early versions of Mordecai’s dissertation proposal, eventually pared down to historical case studies.
- Chapter 12: “The Irrelevant Round: The Selling of the Pentagon,” drafted in 1973-74. This chapter was deleted from final version of Mordecai’s dissertation.

Subseries 3: President Nixon’s effort in his first term to cut public relations in federal agencies, 1969-72

Note: Mordecai’s dissertation was originally planned to cover both Congressional and Presidential efforts to control agency public relations. All the materials for this section of the dissertation were researched in 1973-74. As it turned out, the examination of Congressional oversight of PR ended up being adequate for a dissertation. Therefore, Mordecai omitted any discussion of presidential efforts to control agency PR from the final version of the dissertation. He set the materials aside and did not return to the subject until he began his academic career in 1997.

It was published in 1997 in *Public Relations Review*; see Series I above. Due to length limitations, the published article omitted some detailed discussions, such as the internal processes the budget bureau used to implement the president’s order and many other aspects of the story. Also included in this subseries is the press release issued by *PRR* when it published the article.

File 1: Government Documents and Publications

Note: Joe Laitin, the Public Information Officer of the Office of Management and Budget (OMB) gave Mordecai relatively free access to OMB files about the presidential effort to cut PR spending. (Up to mid-1970, the name of the agency was Bureau of the Budget [BOB].) However, he did not give Mordecai unlimited access to a copier (in those days called Xerox machines and relatively rare and expensive). Therefore, some of the documents below were transcribed by in longhand. Then, when Mordecai got back to his office at the Brookings Institution, he typed them up. It must be assumed that the typed documents likely contain some minor errors, typos and other garbled text.

- December 1, 1969: Memo from President Nixon to BOB Director Robert Mayo.
- December 11, 1969: BOB form to staffers requesting available information on levels of PR spending of all federal agencies.
- December 17, 1969: Example of information submitted (per above request) on PR spending by the Department of the Interior.
- December 30, 1969 (paper-clipped):
 - Memo from James Frey to BOB Director Mayo
 - Memo from Mayo to Kenneth Cole, Deputy Assistant to the President

- Memo from Mayo to the President, Subject: Agency Staffing for Public and Press Relations
 - Attachment (hand-written by Mordecai): summary tables of agency spending by budget authority, outlays and full-time permanent employees.
- January 29, 1971: Public Relations Reductions
- February 27, 1971: Memo from H.R. Haldeman, White House Chief of Staff, to Robert Mayo.
- April 2, 1970: Memo from BOB to Heads of Executive Departments and Establishments, Subject: Agency public relations activities, Bulletin No. 70-10.
- April 10, 1970: Budget Review Division memo on implementing submissions from agencies for above bulletin.
- April 27, 1970: Memo from BOB Assistant Director (for the Budget Review Division) to BOB Division Directors (i.e. who oversaw swaths of the federal government), Subject: Agency public relations activities, Budget Procedures Memorandum No. 381.
- May 25, 1970: Memo from BOB to Cole, Subject: Report on Public Relations Activities.
- June 1, 1970: Memo from BOB Assistant Director to BOB Division Directors, Subject: Reductions in agency public relations activities, Budget Procedures Memorandum No. 384.
- n.d., Budget Procedures Memorandum No. 405, Attachment No. 4 (only).
- n.d., list of names of BOB Budget Examiners responsible for overseeing PR reduction effort, by agency.
- June 17, 1970: Attachment 1 (to?), summary table with recommended OMB cuts and recommendations from Herbert Klein, White House Communications Director (different from the press secretary) for some modifications.
- June 18, 1970: Chronology of [fiscal year] 1971 Budget Bureau allowances regarding information activities of the Department [of Interior]
- October 23, 1970: Memo from Budget Review Division, attachment (summary of reductions)
- November 1, 1970: Memo from John Ehrlichman to the President, Proposed Reductions in Executive Branch Public Relations Activities.
- November 6, 1970: Memo from the President to the Heads of Executive Departments and Agencies, Subject: Public Relations Activities.
- February 16, 1973: Letter from John W. Dean III, Counsel to the President, to Congressman Michael J. Harrington.

File 2: Interviews with Federal Officials and Observers

- James Greenfield, former Assistant Secretary of State for Public Affairs (Foreign Editor of *NY Times* when interviewed), January 24, 1972
- Barry Zorthian, former PIO in Vietnam, January 25, 1972
- W. L. Helmantoler, former Air Force PAO, March 9, 1972 (?)
- Benjamin Read, former State Department executive secretary, March 10, 1972
- Joe Laitin, PIO, OMB, December 20, 1972 (and follow-ups)
- G. Hinkley Porter, former Social Security Board PIO, January 4, 1973. Also:
 - materials from his 3-day workshop “Current Issues in Public Information,” February 1973 (including Mordecai’s notes)
 - syllabus for his course “Public Relations and Government,” American University, Summer 1972 (as an adjunct instructor)

- notes of talk at luncheon meeting of Government Information Organization (GIO), March 29, 1973.
- Wanda Phelan, White House Press Office, January 16, 1973
- Marguita White, Assistant Deputy Director, White House Office of Communications, January 30, 1973
- Letter from Eisenhower Presidential Library (and related papers), February 2, 1973
- Edmund Morrison, OMB, February 21, 1973 (and follow-up)
- Ron Baukol, formerly White House Office of Communications, February 7, 1973
- William Safire, Special Assistant to the President, February 21, 1973
- Stephen Hess, Brookings Institution, former White House assistant, February 21, 1973 (and follow-up)
- George Strauss, OMB, February 28, 1973 (and follow-ups)
- David Wise, author and former *New York Herald Tribune* reporter, interested in gov PR, March 1, 1973
- Clifford Oberlander, OMB, March 4, 1973 (and follow-up)
- Roger L. Greene, OMB, March 5, 1973
- Paul Costello, former deputy director of White House Office of Communications, March 9, 1973
- Jeb Magruder, former deputy director of White House Office of Communications, March 21, 1973
- Kelly Campbell, OMB, March 27, 1973 (and follow-ups)
- Letter on behalf of John Whitaker, former White House Cabinet Secretary, March 29, 1973
- Letter from James Keogh, former White House aide, April 4, 1973
- Neal Ball, Deputy Press Secretary, White House, April 5, 1973
- William Boleyn, OMB, April 25, 1973
- Herbert Klein, Director of White House Office of Communications, May 8, 1973
- Sam Cohen, OMB, May 18, 1973 (and follow-ups)
- Ben Bagdikian, phone conversation, May 29, 1973
- Kenton Pattie, former president of Federal Editors Association, June 13, 1973
- Letter from Glenn T. Seaborg, former chair of Atomic Energy Commission, June 15, 1973
- Letter from William L. Horton, former White House staffer, April 19, 1973
- Letter from Arnold L. Weber, former OMB official, April 11, 1973 (and follow-up)
- Note from John Ehrlichman, former White House domestic policy presidential assistant, July 31, 1973
- Leon V. Sigal, interview, December 14, 1973
- Daniel Z. Henkin, former Assistant Secretary of Defense for Public Affairs, January 16, 1974
- Virginia Savell, worked in White House Office of Communications, n.d. (sometime from early 1973 to spring, 1974)
- Richard P. Nathan, BOB assistant director (1969-70), n.d. (sometime from early 1973 to spring, 1974)
- Julian Scheer, former Assistant Administrator of NASA for Public Affairs, n.d. (1972-74).

File 3: Media Coverage

- “Press agents to go” (editorial), *Lowell [MA] Sun*, January 13, 1969 (may be 1970?).

- “PI jobs being trimmed,” [Washington, DC] *Federal Times*, January 14, 1970.
- Ernest Sandison, “Public affairs personnel due cutback of 10%,” [Washington, DC] *Navy Times*, January 21, 1970.
- Dom Bonafede, “Nixon orders 500 jobs, \$10 million cut from public relations budgets,” [Washington, DC] *National Journal*, May 2, 1970, 912-13.
- Edward J. Michelson, “The President’s use of photographers,” *Government Photography* 3:7 (July 1970) 8-9.
- Sterling F. Green, AP, “Puffery,” November 13, 1970. Attached: Mordecai’s research contacts with Green.
- Mike Causey, “Cuts in information budgets ordered” (Federal Diary column), *Washington Post*, November 13, 1970, D13.
- “Periscope: High cost of horn-blowing,” *Newsweek*, November 23, 1970.
- “Information programs to be cut,” [Washington, DC] *Air Force Times*, November 25, 1970.
- “Nixon orders budgets slashed on ‘inappropriate promotions’,” [Washington, DC] *Federal Times*, November 25, 1970, 4.
- Mike Causey, “Nixon notice panics agency PR chiefs” (Federal Diary column), *Washington Post*, November 26, 1970, M5.
- *Government Photography* 3:12 (December 1970): John Neubauer, “Editor’s view,” 4 (and Mordecai’s typed notes of conversation with Neubauer); and “Retrospect/70,” 20.
- Orr Kelly, “Zipping the Pentagon’s Lip,” *Washington Star*, December 8, 1970.
- “Information overkill” (editorial), [Washington, DC] *Federal Times* 6:39 (December 9, 1970).
- Mike Causey, “Information cutbacks eyed by panel” (Federal Diary column), *Washington Post*, December 12, 1970, D9.
- Alvin M. Hattal, “Washington Focus: Mama don’t allow no horn blowing,” *Public Relations Journal*, January 1971 (probably), 4.
- “The Nixon Memorandum: ‘I want you to curtail sharply your publicity programs’,” *Government Photography* 4:1 (January 1971) 8.
- J.C., “Low Down: President Curbs ‘Tub-Thumping’,” *Commerce [TX] Journal*, January 7, 1971, 4.
- Robert U. Brown, “Shop Talk at Thirty: Government public relations,” *Editor & Publisher*, January 16, 1971, 48.
- “PI jobs under knife,” [Washington, DC] *Federal Times*, January 27, 1971, 9.
- “Information activities to be cut,” [Washington, DC] *Army Times*, January 27, 1971.
- Ted Knap, “Nixon budget calls for drastic cuts in PROs,” *Washington [DC] Daily News*, February 2, 1971, 4.
- Alvin M. Hattal, “Washington Focus: Klein urges government PIOs to localize efforts,” *Public Relations Journal*, February 1971 (probably), 4.
- Mike Causey, “Federal Diary” (daily column), *Washington Post*, February 23, 1971, B9.
- Mike Conlan, “Wasteful public relations could have a double standard,” [Washington, DC] *Federal Times*, February 24, 1971.
- Joseph Young, “Editors charge job cuts are politically inspired” (Federal Spotlight column), *Washington [DC] Evening Star*, February 24, 1971, A-2.

- [Edward J. Michelson], "White House orders multi-million-dollar cuts in agency '71 and '72 public relations funds," *Government Photography* 4:3 (March 1971) 10. Attached: Mordecai interview with reporter, January 1973.
- "New information gap in the making?" *Government Executive* (March 1971) 9.
- Mike Conlan, "Decision due on PR cuts," [*Washington, DC*] *Federal Times*, March 17, 1971, 1, 15.
- "Agencies to file quarterly reports of PR cutbacks," *Government Photography* 4:4 (April 1971) 7.
- Mike Causey, "Federal Diary" (daily column), *Washington Post*, April 6, 1971, B11.
- Alvin M. Hattal, "Washington Focus: Nobody loves a PR man," *Public Relations Journal* (May 1971) 4.
- Don Oberdorfer, "Government pitchmen still sell hard," *Washington Post*, June 1, 1971, A1, A8.
- William J. Eaton, "US press agent bill: \$116 million per year," *Chicago Daily News*, June 1, 1971.
- Don B. Cullimore, "The federal public relations cutback" (letter to the editor), *Washington Post*, June 24, 1971. Attached: Mordecai summary of phone conversation with him, n.d. (probably 1973).
- Dom Bonafede, "Agencies resist Nixon directive to cut back spending on public relations," [*Washington, DC*] *National Journal*, July 24, 1971, 1551-56.
- Susan Wagner, "Publishing on the Potomac: The selling of the government," *Publisher's Weekly* 204:5 [?] (August 9, 1971) 28-29.
- Alvin M. Hattal, Washington Focus: "Disclosure releases irk newsmen" and "Government PIO's obligation to the public," *Public Relations Journal* (January 1972) 3.
- Mike Causey, "Hacks at agencies' flacks completed" (Federal Diary column), *Washington Post*, March 13, 1972, B9.
- Alvin M. Hattal, "Washington Focus: Uncle Sam has become the biggest movie mogul," *Public Relations Journal* (September 1972) 4.
- Alvin M. Hattal, "Washington Focus: Assault on anti-publicity law is planned" and "Hope in the wilderness," *Public Relations Journal* (October 1972 [?]) 4.
- Alvin M. Hattal, "Washington Focus: The public's right to know," *Public Relations Journal* (November 1972) 6.
- Alvin M. Hattal, "Washington Focus: Campaign against government film production intensifies," *Public Relations Journal* (December 1972) 4.
- Dom Bonafede, "Administration tries public relations to reestablish image and promote its efforts," [*Washington, DC*] *National Journal*, July 23, 1973, 908-12.

File 4: Draft of section of dissertation on President Nixon's budget cuts in agency PR, 1973-74. This draft is longer than the 1997 published article and contains information omitted from the published article due to length limitations.

File 5: Research Notes & Miscellaneous Records

Subseries 4: Cinematic Portrayals of Government PR ("Flack Flicks")

Note: Contains documentation collected for “The Image of the Government Flack: Movie Depictions of Public Relations in Public Administration,” *Public Relations Review* 27:3 (Fall 2001) 297-315 and “Flicks of Government Flacks: The Sequel,” *Public Relations Review* 35:2 (June 2009) 159-61.

File 1: Documentation for the movies discussed in the 2001 article.

File 2

- Due to length limitations of *PRR*, the draft of the sequel article had to be shortened. The full version is here.
- Documentation for the movies discussed in the 2009 article.

File 3: Sequel to the Sequel (unpublished). Documentation for movies with government PR officers that Mordecai identified after writing the 2009 sequel:

- “The Dead Pool” (1988)
- “Saving Private Ryan” (1998)
- “A Mighty Wind” (2003)
- “Superman Returns” (2006)
- “Flags of our Fathers” (2006)
- “J. Edgar” (2011)
- “Philomena” (2013)
- “Edge of Tomorrow” (2014)
- “The Martian” (2015)

File 4: Examples of movies discussing the importance of PR to government (especially funding), but without a PR professional in a speaking role.

File 5: Movies that might contain a governmental PR officer, but that Mordecai was never able to locate and watch.

Subseries 5: Federal Information Centers

Note: Contains documentation collected for “A Public Relations Program Even Congress Could Love: Federal Information Centers,” *Public Relations Review* 30:1 (March 2004) 61-73.

File 1: Government documents, archival records (Carter Presidential Library, Atlanta, GA) and media coverage

File 2: Publications

File 3: Interviews, email exchanges and other research notes

Subseries 6: FDR and Truman's Office of Government Reports, 1939-1948 (called National Emergency Council, 1933-1939)

Notes:

- This subseries contains some of the materials collected for Mordecai's 2005 book on the Office of Government Reports (OGR), *The First Presidential Communications Agency*, his 2007 article "Clara M. Edmunds and the Library of the United States Information Service, 1934-1948" and his 2015 article "Working for Goodwill: Journalist Lowell Mellett."
- Most of Mordecai's research documentation and records on these related subjects were donated to the Franklin D. Roosevelt Presidential Library in Hyde Park (NY) as part of the Mordecai Lee Papers. They are open and available to researchers.

File 1: Government documents and publications (some are excerpts)

- December 6, 1933: FDR creates a National Emergency Council (NEC). One of its responsibilities was to create and maintain a central information service.
- December 19, 1933: FDR expands information role of NEC to include disseminating information to the citizenry on New Deal federal programs
- February 2, 1934: FDR's speech to NEC's state directors, including on the importance of information dissemination
- 1934: Front-matter of NEC's new loose-leaf manual on *Emergency Recovery Agencies and Facilities*. This was the precursor to the *US Government Manual*.
- December 1, 1936: Front-matter of *US Government Manual*
- January 1937: PR-related sections of the report of the President's Commitment on Administrative Management (PCAM, aka the Brownlow Committee) and its internal staff studies related to federal PR.
- January 21, 1937: Front-matter of *US Government Manual*
- April 29, 1938: FDR press conference including comments on the monthly reports submitted to him by NEC's state directors (an example of two-way communication). Red Leggett was head of NEC at the time.
- January 9, 1939: NEC annual report for 1938
- May 9, 1939: FDR message to Congress regarding his plan to reorganize the presidential executive office, including creating a communications agency out of NEC
- May 9, 1939: Lowell Mellett interviews FDR for NEC radio program, President discusses importance of government information dissemination
- May 25, 1939: House Appropriations Committee hearing on NEC budget for Fiscal Year (FY) 1940 (July 1, 1939-June 30, 1941). US House, Committee on Appropriations, *Work Relief and Relief for Fiscal Year 1940*, public hearings. 76th Cong., 1st sess.
- September 9, 1939: FDR Executive Order 8248 creating the Executive Office of the President including the Office of Government Reports (OGR). The version published in the FDR Papers includes commentary about OGR by FDR aide Samuel Rosenman circa 1941.
- January 2, 1940: OGR annual report for 1939
- December 20, 1940: OGR annual report for 1940

- February 26, 1941: House hearing on bill to give OGR statutory status. US House, Committee on Expenditures in the Executive Departments, *To Authorize Expenditures for Office of Government Reports*, hearing. 77th Cong., 1st sess.
- March 3, 1941: US House, Committee on Expenditures in the Executive Departments, *Authorizing Expenditures for the Office of Government Reports in the Executive Office of the President*. 77th Cong., 1st sess., H. Report 177. House committee recommends giving OGR statutory status.
- May 7, 1941: US Senate, Committee on Expenditures in the Executive Departments, *Authorizing Expenditures for the Office of Government Reports in the Executive Office of the President*. 77th Cong., 1st sess., S. Report 264. Senate committee recommends giving OGR statutory status.
- June 9, 1941: 55 *Stat.* 247-48. FDR signs into law bill giving OGR statutory status.
- September 1941: Front-matter of *US Government Manual*
- January 1, 1942: “A Week of the War,” news digest and summary issued by OGR
- January 7, 1942: OGR annual report for 1941
- January 8, 1942: House hearing on OGR funding for FY 1943. US House, Committee on Appropriations, *Independent Offices Appropriation Bill for 1943*, hearing. 77th Cong., 2nd sess.
- February 11, 1942: Senate Appropriations Committee hearing on OGR funding. US Senate, Committee on Appropriations, *First Deficiency Appropriation Bill for 1942*, hearings. 77th Cong., 2nd sess.
- March 12, 1942: Joint committee hearing critical of FDR plan to build wartime US Information Center. US Congress, Joint Committee on Reduction of Nonessential Federal Expenditures, *Reduction of Nonessential Federal Expenditures*, Part 4, hearing. 77th Cong., 2nd sess.
- June 13, 1942: FDR Executive Order 9182 creating Office of War Information (OWI), including merging OGR into it.
- December 31, 1943: Harold F. Gosnell, “Office of Government Reports” (typescript), report for the Committee on War Records Section, Bureau of the Budget
- March 29, 1944: FDR message to Congress on proposed OWI budget for FY 1945. US House, *Estimate of Appropriation for the Office of War Information*. 78th Cong., 2nd sess., H. Document 521.
- Spring, 1944: FDR “War Supplement” budget message to Congress for FY 1945
- August 31, 1945: Truman Executive Order 9608 abolishes OWI and transfers to the Bureau of the Budget the activities OWI had inherited from OGR
- December 12, 1945: House Appropriations Committee hearing on funding information programs in the Bureau of the Budget for FY 1947. US House, Committee on Appropriations, *Independent Offices Appropriation Bill for 1947*, hearings. 79th Cong., 2nd sess.
- January 1946: Truman Budget Message to Congress for FY 1947, including funding information programs in the Bureau of the Budget.
- December 1, 1946: Front-matter of *US Government Manual*
- December 12, 1946: Truman Executive Order 9809 reestablishes OGR from the unit temporarily in the Bureau of the Budget

- April 11, 1947: House Appropriations Committee hearing on OGR budget for FY 1948. US House, Committee on Appropriations, *Independent Offices Appropriation Bill for 1948*, Part 1, hearings. 80th Cong., 1st sess.
- June 25, 1947: Senate Appropriations Committee hearing on OGR budget for FY 1948. US Senate, Committee on Appropriations, *Independent Offices Appropriation Bill for 1948*, hearings. 80th Cong., 1st sess.

File 2: Newspaper coverage of OGR Library, 1934-1948

File 3: Directories of Records at US National Archives

- H. Stephen Helton, *Preliminary Inventory of the Records of the Office of Government Reports*, Record Group 44, 1951
- H. Stephen Helton, *Preliminary Inventory of the Records of the Office of War Information*, Record Group 208, 1953
- Homer L. Calkin, *Preliminary Inventory of the Records of the Office of War Mobilization and Reconversion*, Record Group 250, 1951 Note: When OGR was abolished in 1948, this agency inherited some of its PR programs.

File 4: Presentations

- “FDR’s Forgotten Struggle to Disseminate Federal Information,” slides of PowerPoint presentation to Wisconsin Association of Academic Librarians, 2003. Photos, documents and media coverage.
- “FDR’s Forgotten Experiment: Communicating about the New Deal,” *Quest for Social Justice III: The Morris Fromkin Memorial Lectures, 1992-2002*, edited by Peter Watson-Boone (Milwaukee, WI: University of Wisconsin-Milwaukee Libraries, 2005). Note: This chapter contains material not in the book *First Presidential Communications Agency*, specifically about (a) the link FDR saw between social justice and federal PR and (b) federal PR in the state of Wisconsin and the Milwaukee metropolitan area.

File 5: Mounted photos relating to OGR

- July 1, 1939: FDR’s letter creating OGR
- Staffer at OGR’s New York City office in Rockefeller Center wearing uniform and badge of OGR’s US Information Service. Title on badge: “U.S. Information”
- May, 1942: OGR’s US Information Center (a new wartime temporary building) on Pennsylvania Avenue, Washington, DC
- May, 1942: interior of the US Information Center

File 6: Lowell Mellett, OGR Director

- 1941 articles by Mellett:
 - “The Office of Government Reports,” *PAR* 1:2 (Winter 1941) 126-31.
 - “Government Propaganda,” *Atlantic Monthly* 168:3 (September 1941) 311-13.
- Before joining the FDR White House, Mellett was a journalist and newspaper editor. After leaving the Roosevelt administration, he was a nationally syndicated columnist at the *Washington Star*. See:
 - Mordecai Lee, “Working for Goodwill: Journalist Lowell Mellett,” *Traces of Indiana and Midwestern History* 27:4 (Fall 2015) 46-55.

- Long version of article: As a publication oriented to lay readers, the journal's editorial style omits references and also has length limitations for each article. This file contains a longer version of the article along with citations. The text is about twice as long as the published version.

Subseries 7: Miriam Roher's empirical research on public reporting, 1941-42

Note: This folder contains only fragments of the documentation collected for "Empirical Experiments in Public Reporting: Reconstructing the Results of Survey Research in 1941-42," *PAR* 66:2 (March-April 2006) 252-62. Mordecai had donated his research files to the National Municipal League's archive at the Auraria Library in Denver (CO). But subsequently learned in 2017 that the folder had been lost during a move. Presumably, it will eventually be located.

- Mordecai's communications with Miriam Roher's family
- Western Governmental Research Association, Proceedings of annual conferences:
 - 1940: Roher comments on a panel
 - 1941: Roher comments on a panel (and reaction by Herbert Simon)
- Miriam Roher, "Education of a Citizen," *National Municipal Review* 30:4 (April 1941) 192-98.
- Miriam Roher, "How Good are Reports to Citizens?" *Western City* (published by the League of California Cities) 17:18 (August 1941) 17-19, 27.
- Miriam Roher, "Polls Reveal Newspaper Articles Effective in Informing Public" (and opposing editorial: "The Case for the Annual Report"), *Public Management* 23:8 (August 1941) 241-42. Bibliographic information only.
- Miriam Roher, Book review of *Homes for Heroes: Fourth Annual Report of the Housing Authority of the City of Los Angeles* (1943). *National Municipal Review* 32:7 (July 1943) 349. Attached: copy of annual report.

Subseries 8: Michael Collins, Assistant Secretary of State for Public Affairs, 1969-1971

Note: Contains documentation collected for "The Astronaut and Foggy Bottom PR: Assistant Secretary of State for Public Affairs Michael Collins, 1969-1971," *Public Relations Review* 33:2 (June 2007) 184-90.

File 1: Mordecai's communications with Collins

- July 2006: Questions and answers
- August 15, 2007: Handwritten thank you note after receiving a copy of the article

File 2: Chronological records and materials about Collins' PR work at State Department

File 3: Longer version of published article that Mordecai posted online with the consent of the editor of *PRR*.

Subseries 9: Budget Exhibits and Their Historical Offspring: Open Houses, Expositions, County Fairs, State Fairs and World Fairs

Note: Contains documentation collected for “Déjà Vu All Over Again: Contemporary Traces of the ‘Budget Exhibit’,” co-authored with Daniel W. Williams (lead author), *American Review of Public Administration* 38:2 (June 2008) 203-24.

File 1: Government Documents

- US Department of Agriculture, *Annual Report*, 1911-1918
- Report to Congress on Federal participation in 1933 World’s Fair in Chicago
- “State Service Exposition Draws Huge Fair Crowds,” *Illinois Public Works* 4:4 (Winter 1946) 24-25.
- “California Division of Highways Exhibit at San Bernardino National Orange Show,” *California Highways and Public Works* 25:3-4 (March-April 1947) 16-17.

File 2: Newspaper Articles, 1903-2006

File 3: Articles in Magazines and Journals, 1905-1949

File 4: Chapters and Excerpts from Books

- Jonathan Kahn, *Budgeting Democracy: State Building and Citizenship in America, 1890-1928* (Ithaca, NY: Cornell University Press, 1997).
- Frank Benest, *Marketing Your Budget: Creative Ways to Engage Citizens in the Bottom Line* (Tampa, FL: Innovation Groups, 1997).

File 5: Other

- photos and visuals of budget exhibits, 1908-1916. Collected by lead author Daniel W. Williams.
- 1921: miscellaneous references to Chicago Pageant of Progress Exposition at Navy Pier
- 1982 World’s Fair, Knoxville, TN
- 1984 World’s Fair, New Orleans, LA

Subseries 10: Origins of Assistant Secretaries for Public Affairs in US Cabinet Departments and Early Office Holders

Note: Contains documentation collected for “Public Affairs Enters the US President’s Subcabinet: Creating the First Assistant Secretary for Public Affairs (1944-1953) and Subsequent Developments,” *Journal of Public Affairs* 8:3 (August 2008) 185-94.

File 1: State Department: Creation of the first position in a President’s administration of an Assistant Secretary for Public Affairs and the initial office holders, 1944-1962

- Chronological file of government documents and media coverage
- Memoirs, biographies and related writings relating to the early Assistant Secretaries of State for Public Affairs

File 2: Defense Department: Creation of the second position in a President’s administration of an Assistant Secretary for Public Affairs and the initial office holders, 1949-1981

- Chronological file of government documents and media coverage

- Unpublished academic research:
 - William G. McNamara, “A Critical Analysis of the Formation and Development of the Office of Assistant Secretary of Defense (Public Affairs) within the U.S. Department of Defense,” PhD dissertation, American University, 1963.
 - James E. Swartz, “The development of the role of Assistant Secretary of Defense (Public Affairs) as a reflection of mass media uses and functions in the United States federal government,” master’s thesis, US Army Command and General Staff College, 1980. Bibliographic entry only.
 - James E. Swartz, “The Professionalization of Pentagon Public Affairs: The Evolution of a Role in the United States Federal Government, 1947-1967.” PhD dissertation, University of Iowa, 1985.

Subseries 11: PR of the Prohibition Bureau of the US Government

Note: Contains documentation collected for “Congressional Controversy over the Federal Prohibition Bureau’s Public Relations, 1922,” *Public Relations Review* 34:3 (September 2008) 276-78.

File: Chronological file of government documents and media coverage.

Subseries 12: History of the Government Public Relations Association [GPRA] (earlier name: Association of Municipal Public Relations Officers [AMPRO]), 1949-1958

Note: Contains documentation collected for “The Short Life of the Government Public Relations Association in the US, 1949-1958,” *Public Relations Review* 34:3 (September 2008) 279-81.

File 1: Due to length limitations, the published version is shorter than originally planned. This is the longer version, which Mordecai had posted online with the consent of *PRR*’s editor.

File 2: Communications with Pan Dodd Wheeler Eimon, former GPRA executive director.

File 3: Chronological file of coverage in the media and professional publications; and documents from the archives of the National Municipal League.

File 4: Publications by GPRA and/or Pan Dodd Wheeler.

Note: Dodd Wheeler’s main employer was the Municipal Technical Advisory Service (MTAS), Division of University Extension, University of Tennessee, Knoxville. She worked with AMPRO/GRPA as a part-time responsibility.

- Henry Davis Nadig and Eric Carlson, “Local Government’s Story,” *National Municipal Review* 38:2 (February 1949) 73-78. Also: “Public Relations Group Urged,” p. 72.
- Pan Dodd Wheeler, “Your City Can Issue a Modern Annual Report,” *Tennessee Town & City* 1:5 (May 1950) 13-17. Published by MTAS.

- Pan Dodd Wheeler, “Now is the Time – to Start MPR [Municipal Public Relations] Activity,” *Tennessee Town & City* 2:10 (October 1951) 15-20. Published by MTAS.
- Lee Jaffe, “A Public Relations Program is in Your City’s Future,” *Tennessee Town & City* 4:4 (April 1953) 13-16. Note: Jaffe was an early president of AMPRO/GPRA.
- Pan Dodd Wheeler, “Public Relations at City Hall,” *Tennessee Town & City* 7:11 (November 1956) 11-13. Published by MTAS.
- Pan Dodd Wheeler, *A Municipal Public Relations Program that Works for Small & Medium-Sized Cities* (Chicago: Government Public Relations Association, 1955).
- Pan Dodd Wheeler, “Municipal Public Relations,” *American Journal of Economics and Sociology* 15:3 (April 1956) 315-20.
- Alice Gorman, *Public Relations and Urban Renewal* (Chicago: National Association of Housing and Redevelopment Officials, 1956). Note: The inside title page states that the monograph was prepared as a chapter in “a forthcoming manual on public relations, due to be published about June 1956 by the Government Public Relations Association.” Mordecai was unable to locate it. It’s possible it was never published.
- Pan Dodd Wheeler, “Formula for Municipal Report,” *The [Wisconsin] Municipality* 51:7 (July 1956) 182, 191. Published by the Wisconsin League of Municipalities.
- Eric Carlson, “Public Relations in International Technical Assistance,” *PAR* 16:4 (Autumn 1956) 272-80.
- Robert J. Huntley, *Public Relations Training Manual, City of Beverly Hills [CA]* (Chicago: GPRA, 1957).
- Pan Dodd Eimon, *How to Make Reports*, Technical Bulletin No. 30 (Knoxville, TN: MTAS, 1957).
- Chap. 6: Pan Dodd Eimon, “Keeping the Public Informed – A Responsibility of Management,” *Methods and Goals in Public Management*, edited by Don L. Bowen and Robert Highsaw (Tuscaloosa: Bureau of Public Administration, University of Alabama for the American Society for Public Administration, 1961) 54-60.
- Pan Dodd Eimon, “Municipal Public Relations in 1957,” *Municipal Year Book 1958* (Chicago: International City Managers’ Association, 1958) 232-40.
- Pan Dodd Wheeler, “Police Public Relations: The Administration of the Police Unit,” *Police* 2:3 (January-February 1958) 24-28.
- Pan Dodd Eimon, “Public Relations and City Government,” *Public Relations in the Service of Social Progress: Proceedings of the First World Congress of Public Relations, Brussels, June 25-27, 1958* (Brussels: Belgian Centre of Public Relations, 1958) 140-41.
- Chap. 15: Pan Dodd Eimon, “Municipal Governments,” *Handbook of Public Relations*, edited by Howard Stephenson (NY: McGraw-Hill, 1960) 709-34.

File 5: Minor documentation about other public sector PR organizations

Note: For a non-overlapping list of some of the major contemporary public sector PR organizations in the US, see Series I, Subseries 12, File 5.

- New York State Government Public Relations Association
- London Government Public Relations Association
- Local Government Public Relations Association of Australia

- Association of Municipal Public Relations Officers, South Africa

Subseries 13: PR of the Federal Reserve Bank, 1922

Note: Contains documentation collected for “A Case Study of Congressional Hostility to Agency Public Relations: The Federal Reserve and Senator Heflin, 1922,” *Public Relations Review* 35:3 (September 2009) 291-93.

File 1: Chronological file of government documents and media coverage

File 2: Fifty years later, in 1977, Congressman Henry Reuss (WI-5), Chair of the House Banking Committee, made similar charges about the PR and lobbying of the Fed. File contains relevant newspaper clippings about it. Note: Mordecai was his Legislative Assistant in 1975-76, before returning home to run for the state legislature in the fall of 1976.

Subseries 14: Origins of the Epithet ‘Government by Public Relations’

Note: Contains documentation collected for “Origins of the Epithet ‘Government by Public Relations’: Revisiting Bruce Catton’s *War Lords of Washington*, 1948,” *Public Relations Review* 35:4 (November 2009) 388-94.

File 1: Published excerpts from Catton’s book and reviews of it.

File 2: Published uses of the phrase “government by public relations” after Catton’s book.

File 3: Correspondence by Catton about his book. Located in the Bruce Catton Papers, American Heritage Center, University of Wyoming.

File 4: Sample of references to Catton’s book in academic publications, most of them accepting his version as authoritative.

Subseries 15: Legislative Liaison by Federal Agencies

Notes:

- Contains documentation collected for “Too Much Bureaucracy or Too Little? Congressional Treatment of Defense Department Legislative Liaison, 1950s-1990s,” *Public Administration & Management* 14:2 (2009) 323-61.
- Mordecai generally viewed legislative relations by the bureaucracy as a component of broad-based generic definition of an agency’s external communications, which explains the inclusion of this and other related pieces in the collection.

File 1: Government documents on legislative relations by federal departments and agencies *in general* (i.e. not relating in particular to the case study of the article), 1946-2003

- February 4, 1946: US House, Committee on Appropriations, *Interior Department Appropriation Bill for 1947*, Part 1, public hearings. 79th Cong., 2nd sess. Discussion of legislative relations by the Interior Department.

- March-July 1950: US House, Select Committee on Lobbying Activities, *Role of Lobbying in Representative Self-Government*, Parts 1 & 10, public hearings. 81st Cong., 2nd sess. Focusing on lobbying by federal agencies.
- June 10, 1977: GAO, “Public Relations Personnel Costs in 20 Federal Agencies and Various Other Costs,” B-161939.
- July 7, 1978: Louis Fisher, Congressional Research Service, Library of Congress, “White House–Congress Relationships: Information Exchange and Lobbying”
- March 1979: GAO, “Guidelines for the Effective Management and Operation of Executive Branch Legislative Liaison Offices,” B-194300 – FCD-79-41.
- July 25, 1979: GAO, “Observations on the Management and Operation of Executive Branch Legislative Liaison Offices,” B-194300 – FCD-79-70.
- March 16, 1982: GAO, “Budget and Staffing Information for Congressional Liaison Offices of 19 Selected Federal Departments and Agencies,” B-206247 – FPCD-82-31.
- March 20, 1984: GAO, “No Strong Indication that Restrictions on Executive Branch Lobbying Should be Expanded,” B-129874 – GGD-84-46.
- February 14, 1986: GAO, “Public Affairs and Congressional Affairs Activities of Federal Agencies,” B-221097 – GGD-86-24.
- April 24, 1987: GAO, “Response Time to Congressional Committees Could be Improved,” B-226582 – HRD-87-45.
- March 8, 1993: GAO, “Personnel Engaged in Public and Congressional Affairs in Federal Agencies,” B-249157 – GGD-93-71FS.
- February 20, 2003: “Consolidated Appropriations Resolution, 2003,” PL 108-7, 117 *Stat.* 11-525. Excerpts relating to funding of legislative relations offices of federal departments and agencies.

File 2: Chronological file of Congressional treatment of Defense Department legislative liaison, 1952-1989 (includes government documents and media coverage)

File 3: Communications between Mordecai and the Freedom-of-Information office of the Defense Department in an effort to obtain a 1983 report by the department’s Inspector General on “DOD Legislative Liaison Costs,” 2005-06. They were unable to locate it.

Subseries 16: President Nixon’s plan to control public and legislative relations during his second term

Notes:

- In the winter of 1972-73, President Nixon planned a major reorganization of the federal executive branch to give him more control over the bureaucracy during his second term. This effort included gaining more control over the public information officers of departments and agencies. As it turned out, this effort gradually petered out in the spring of 1973 due to the Watergate scandal.
- The files below come from documentation collected for *Nixon’s Super-Secretaries: The Last Grand Presidential Reorganization Effort* (College Station: Texas A&M University Press, 2010).

File 1: Nixon White House internal documents relating to *direct* efforts to enhance White House control over and coordination with the senior PR and legislative liaison officers in Cabinet departments and independent agencies:

- Memo from Fred Malek to H. R. Haldeman, Subject: Reminder Note to Cabinet Officers on Presidential Appointments, December 21, 1972.
- Memo from Ronald L. Ziegler to H. R. Haldeman, Subject: Cabinet PIO Titles, n.d. (about late 1972)
- Memo from H. R. Haldeman to ____ [all Cabinet Secretaries and heads of non-Cabinet agencies], January 5, 1972, “Administratively Confidential.” A reminder that the White House intended to control appointments during his second term for key positions including Public Information Officers and Congressional Relations Officers in all departments and agencies.
- Memo from Ronald L. Ziegler to H. R. Haldeman, Subject: Cabinet Public Information Officers, n.d. (about early 1973).
- Memo from L. Higby [assistant to Haldeman] to Ziegler, January 11, 1973, with handwritten note replying to Ziegler memo (above) that Fred Malek was in charge of Cabinet PIO appointments at the beginning of Nixon’s second term.
- Memo from L. Higby to Fred Malek, Subject: Departmental PIOs, January 11, 1973.
- Memo from Jack McDonald [White House speech writing office?] to Ken Clawson [White House Office of Communications], January 16, 1973. Suggests effort to gain control over agency PR start with the Department of Health, Education and Welfare.
- Memo from William E. Timmons [White House director of Congressional relations] to the President, February 5, 1973, Subject: Congressional Relations. Plan to strengthen White House control over legislative liaison directors in Cabinet departments and independent agencies.
- Memo from Jerry H. Jones to President Nixon, Subject: Upgrading Non-Career Personnel and Gaining Control Over the Bureaucracy, March 7, 1973. Includes reference to importance of White House asserting control in Nixon’s second term over departmental positions engaging in “liaison with the press.”
- Memo from Tod R. Hullin [assistant to John Ehrlichman] to Ken Clawson, Subject: Preparation of Presidential Spokesmen for Public Appearances, March 16, 1973. Text includes: “I think it would be beneficial for you to instruct your PIO’s and departmental speechwriters to give some heavy thought to colorful language and phrases that can be used by Presidential spokesmen in public appearances.”

File 2: Nixon White House internal documents relating to *indirect* efforts to control agency PR through the appointment of presidential “super-secretaries.” Their confidential goals included closer control over the senior PR officers in the departments and agencies that each super-secretary would oversee:

- September 15, 1972: President Nixon, H. R. Haldeman and John Dean meet to discuss Watergate and plans for getting control of the bureaucracy in the second term. It would include “placing loyal men in...key spots” including “public relations” and “legislative liaison.” H. R. Haldeman, *The Ends of Power* (NY: Times Books, 1978) 171.
- November 20, 1972: Questionnaire used by Haldeman and Ehrlichman for potential appointees in second term to agree to. It included the acceptance of the principle that “Public affairs, Congressional relations, General Counsel and personnel organizations within the

Departments will be coordinated by and answerable to their White House counterparts.” (The example in the files is of Ehrlichman going through the checklist and getting commitments from George H. W. Bush prior to any new appointment in Nixon’s second term.)

- December 18, 1972: Memo from Mark W. Alger [Office of Management and Budget] to John Ehrlichman, Subject: Presidential Counsellors. Responsibilities of counsellors would include “policy communication” (p. 4) and prior clearance of all press releases (p. 6).
- December 29, 1972: “The Role of the Counsellors.” No author listed, but it was from Alger to Ehrlichman with a revised version of Alger’s earlier memo. The lack of letterhead and author meant that Ehrlichman could circulate it to White House staffers and to the incoming Counsellors without any identification information on it. (Also, if leaked, the White House would be able to deny it was an authentic White House document.)
- January 3, 1973: Cover note with copy of above document from Alger to [formally still his boss] Weinberger. Given the extreme secrecy in the Nixon White House, Alger asked Weinberger: “I trust you will keep the source confidential.” OMB Director Caspar Weinberger was about to become the presidential Counsellor for Human Resources as well as Secretary of Health, Education and Welfare.
- January 6, 1973: Memo from Tod R. Hullin, Executive Assistant to Ehrlichman, to the three newly appointed counsellors. (The document in the file is the version to Caspar Weinberger, Counsellor for Human Resources. The other two were James Lynn, Counsellor for Community Developments and Earl Butz, Counselor for Natural Resources.) Includes “Your Eyes Only” document “The Role of the Counsellors” (no date, no author, a revision of Alger’s memos above). References to Counsellors being granted the power to control press releases (p. 2), policy communication (p. 4) and departmental public information officers (p. 5).
- March 9, 1973: Effort by Counsellor Weinberger to implement his duties at initial meeting of Human Resources Committee. Includes references to marketing (p. 1), press releases (p. 2) and advance clearance of sensitive public communications (p. 4).

File 3: Caspar Weinberger’s preparations to become Secretary of Health Education and Welfare (HEW) in President Nixon’s second term (as opposed to his pan-departmental Counsellor role) relating to his department’s PR:

- Memo from Jack W. Carlson to Weinberger (then OMB Director), December 9, 1972, “Administratively Confidential.” He was critical of the-then HEW Assistant Secretary for Public Affairs.
- Memo from Jack McDonald to Weinberger, February 16, 1973, “Eyes Only.” Proposal to reorganize PR at HEW.
- Memo from Jack McDonald to Weinberger, Subject: The Mission We Discussed, February 16, 1973.
- Memo from William H. Taft, IV, Weinberger’s chief of staff] to Weinberger about McDonald’s ideas for reorganizing HEW PR, February 20, 1973.
- Memo from Jerry Jones to H. R. Haldeman, Subject: Lewis M. Helm, March 26, 1973. Recommends that President Nixon nominate Helm to be Assistant Secretary of HEW for Public Affairs. Haldeman approves it.
- Memo from Julia Vadala [aide to Weinberger] to Helm, Subject: Transfer of Functions from the Office of External Affairs to the Office of Public Affairs, April 17, 1973.

Subseries 17: President Hoover and Federal PR

Note: Contains documentation collected for “Government Public Relations during Herbert Hoover’s Presidency,” *Public Relations Review* 36:1 (March 2010) 56-58.

File: Media coverage of agency PR during President Hoover’s administration (and a few years after)

Subseries 18: Seminal Research by American Academicians on Government PR

Note: Contains documentation collected for “Herman Beyle and James McCamy: Founders of the Study of Public Relations in Public Administration, 1928-1939,” *Public Voices* 11:2 (2010) 26-46.

File 1: Writings by Herman Beyle about government PR and related materials.

File 2: Writings by James McCamy about government PR and related materials. (Full bibliography also listed in Addendum B.)

File 3: Media coverage and other information about McCamy’s professional careers in government and the academy.

File 4: Communications between McCamy and Mordecai, 1970-75.

Subseries 19: Congressional Efforts to Control Agency PR

Notes:

- Contains documentation collected for *Congress vs. the Bureaucracy: Muzzling Agency Public Relations* (Norman: University of Oklahoma Press, 2011).
- For documentation and references relating to PR by the US Geological Survey (only briefly discussed in the Prologue of this book), see Series III, Subseries 25 below: “Government is Different: Seeking Themes in the History of Public Relations in American Public Administration,” Burton St. John III, Margot Opdycke Lamme and Jacquie L’Etang (eds.), *Pathways to Public Relations: Histories of Practice and Profession* (London: Routledge, 2014), chapter 7.

File 1: Documentation and references for Chap. 1, “Terminating the Panama Canal Commission’s Press Agent, 1905”

File 2: Documentation and references for Chap. 2, “Banning Forest Service Press Activities, 1908.” Includes relevant writings by Stephen Ponder.

File 3: Documentation and references for Chap. 3, “Investigating Press Offices in Two Agencies, 1910-1914”: Census Bureau and US Department of Agriculture (USDA)

File 4: Documentation and references for Chap. 4, “Banning Publicity Experts, 1913-2004.” Includes William D. Short, “Effect of the Gillett Amendment of 1913 on the Public Information Activities of Federal Government Communicators,” master’s thesis, Memphis State University, 1991.

File 5: Documentation and references for Chap. 5, “Criminalizing Agency Lobbying, 1919-2002”:

- Folder A: 1919-1968
- Folder B: 1973-2004 chronological documents, court decisions and GAO reports

File 6: Documentation and references for Chap. 6, “Limiting Machines—Not Men, 1920”

File 7: Documentation and references for those portions of Chap. 7, “Limiting Public Relations One Agency at a Time: Attack of the Conservative Coalition, 1935-1950” relating to the Truman Presidency, 1945-52. Includes specific criticisms of PR by the Departments of Agriculture and Interior.

Note: Documentation and references for those portions of Chap. 7 relating to FDR’s presidency are in the Mordecai Lee Papers at the Roosevelt Presidential Library, Hyde Park, NY.

File 8: Documentation and references for Chap. 8, “Banning on Spending on Publicity and Propaganda, April 1951-2005” (includes post-publication material through 2009)

File 9: Documentation and references for Chap. 9, “Banning on Spending for Indirect Lobbying, May 1951-1996”:

- Folder A: Congress and GAO, 1951-1985
- Folder B: Congress and GAO, 1986-2008; Court decisions and Executive Branch rulings

File 10: Documentation and references for Chap. 10, “Defining Public Relations before Cutting It, June 1951-1956”

File 11: Documentation and references for Chap. 11, “Differentiating Bad PR from Good PR”

- GAO reports
- Congressional comments
- Controversy over federal PR, 2003-05

Subseries 20: Origins of Assistant Secretaries for Legislative Liaison in US Cabinet Departments and Early Office Holders

Notes:

- Contains documentation collected for “Creating the First Assistant Secretary for Congressional Relations (1941-1949) and Subsequent Developments: A Case Study of Thickening in the Federal Bureaucracy,” *Public Voices* 12:1 (2011) 27-45.

- Mordecai generally viewed legislative relations by the bureaucracy as a component of a broad-based generic definition of an agency's external communications, which explains the inclusion of this and other related pieces in the collection.

File 1: State Department

File 2: Department of Health, Education and Welfare; and Department of Defense

Subseries 21: Robert Horton and Federal PR, 1938-1946

Notes:

- Contains documentation collected for *Promoting the War Effort: Robert Horton and Federal Propaganda, 1938-1946* (Baton Rouge: Louisiana State University Press, 2012).
- Most documentation and references for this book are in the Mordecai Lee Papers at the Roosevelt Presidential Library, Hyde Park, NY.

File 1: PR materials issued under Horton's direction from US Maritime Commission, Division of Information of the Office for Emergency Management and the War Shipping Administration.

File 2:

- Division of Information: in-house documents, plans and organization charts
- Interview of Robert Horton by Richard M. Ketchum, December 30, 1987
- Federal historical publications and National Archives directories of archival collections

Subseries 22: Congressional Control over Agency PR

Notes:

- Contains documentation collected for "Toward Generalizing about Congressional Control over Agency PR: The Failure of Spending Limits on Pentagon PR, 1951-1959," *Public Administration Quarterly* 36:3 (Fall 2012) 341-79.
- This article is an extension of the events covered in Mordecai's dissertation (Subseries 2 above) and his 2000 article in *PRR*: "When Congress Tried to Cut Pentagon Public Relations: A Lesson from History," *Public Relations Review* 26:2 (Summer 2000) 131-54.
- Consequently, this folder contains primary sources and documentation collected for and referenced in: his dissertation, his 2000 *PRR* article and this article.

Subseries 23: Nixon's Presidential Listening Post

Notes:

- Contains material collected for "The President's Listening Post: Nixon's Failed Experiment in Government Public Relations," *Public Relations Review* 38:1 (March 2012) 22-31.

- The archival location of material from the Nixon Library is often written in pencil on the back of that document.

File:

- Research materials: email exchange with Arthur Klebanoff; CD from Nixon Library with photos; CD from Temple University with photos
- Chronological record from archival and published sources

Subseries 24: Edward Banfield as Federal Information Officer

Note: Contains material collected for “Defending a Controversial Agency: Edward C. Banfield as Farm Security Agency Public Relations Officer, 1941–1946,” co-authored with Kevin R. Kosar (lead author), *Federal History* 5 (January 2013) 121-38.

Subseries 25: History of Government PR in the US: 1890s vs. 1940s

Notes:

- Contains material collected for “Government is Different: Seeking Themes in the History of Public Relations in American Public Administration,” Burton St. John III, Margot Opdycke Lamme and Jacquie L’Etang (eds.), *Pathways to Public Relations: Histories of Practice and Profession* (London: Routledge, 2014), chap. 7.
- This file only contains material collected for the section of the chapter discussing the US Geological Survey. For materials on Robert Horton’s PR work, see Subseries 21 above and the Mordecai Lee Papers at the Franklin Roosevelt Presidential Library.

Subseries 26: Government PR as a Subgenus of Corporate Public Affairs

Notes:

- Contains material collected for “The Practice of Public Affairs in Public Administration,” Phil Harris and Craig S. Fleisher (eds.), *SAGE Handbook of International Corporate and Public Affairs* (Thousand Oaks, CA: Sage, 2017), chapter 12.
- Mordecai generally viewed legislative relations by the bureaucracy as a component of a broad-based generic definition of an agency’s external communications, which explains the inclusion of this and other related pieces in the collection.

File: Documents and media coverage of 2011-12 Congressional debate on a bill to streamline the confirmation process for presidential nominations of departmental assistant secretaries for public affairs and for legislative relations.

Subseries 27: Radio Dramatization of Interior Department’s Annual Report, 1939

Note: Contains material collected for “Public Reporting in Public Administration, circa 1939: The Annual Report as Fictional Radio Stories,” *Public Voices* (forthcoming, probably 2018-19).

File:

- Traditional print annual report by the Secretary of Interior for FY 1938 published in December 1938 and media coverage of the release of the report.
- Scripts and photos of the radio annual report, January 8, 1939 (including USB with tape of the broadcast)
- Post-broadcast: Media coverage and citizen feedback
- Post-broadcast: Congress enacts a legal ban on radio dramatizations and Standard Oil Company files a legal complaint about it to the US Supreme Court

Series IV

NGO/Nonprofit PR: Chronological Files

Note: For the scope of PR in the NGO sector, Mordecai used a broad approach. The contents below cover, of course, narrowly-defined and routine PR activities, such as media relations and public reporting. But, they also a more expansive view of NGO external communication, including:

- lobbying by NGOs of government officials, including of elected officials
- policy advocacy to influence policy-makers in government
- grass-roots advocacy to persuade private citizens to lobby their elected officials
- public education and public service campaigns

Subseries 1: 1900s

File 1: Publications by NGOs and Government Documents

- Frederick D. Greene, “Publicity in Relief Work,” *Proceedings of the National Conference of Charities and Correction*, 36th Annual Session, June 9-16, 1909, Buffalo (NY), edited by Alexander Johnson (Fort Wayne, IN: Fort Wayne Printing, 1909) 350-53.

File 2: Newspaper Articles

- “Publicity in charities,” *NY Times*, June 16, 1909, 5.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines: none

File 4: Chapters and Excerpts from Books

- Charles Stelzle, *Principles of Successful Church Advertising* (NY: Fleming H. Revell, 1908), mostly front-matter only.

File 5: Other: none

Subseries 2: 1910s

File 1: Publications by NGOs and Government Documents

- National Association of Commercial Organization Secretaries, [*Proceedings of the*] *Organization Meeting*, September 28-30, 1914, Cincinnati (OH):
 - Adolph Boldt, “Promotional Effort and the Public Press,” 96-99.
 - Carl Dehoney, “Commercial Association Advertising,” 166-88.
- Chicago Central Council of Social Agencies, *Publicity and Financing for Social Agencies*, Bulletin No. 4 (1918). Papers presented at a meeting on December 28, 1917.
- Evert G. Routzahn and Mary Swain Routzahn, *The A B C of Exhibit Planning*, Surveys and Exhibit Series, edited by Shelby M. Harrison (NY: Russell Sage Foundation, 1918).

- Leroy E. Snyder, "Selling Good City Government," *National Municipal Review* 7:2 (March 1918) 361-65.

File 2: Newspaper Articles: none

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

- "An Effective Exhibition of a Community Survey," *American City* 12:2 (February 1915) 95-100.
- Herbert H. Smith, "Annual Reports" (Letters to the Editor), *The Survey: A Journal of Social Exploration* 35:22 (February 26, 1916) 646.
- Elwood Street, "Where's the Money Coming From?" *The Survey: A Journal of Social Exploration* 39:2 (October 13, 1917) 36-39.

File 4: Chapters and Excerpts from Books

- Herbert Heebner Smith, *Publicity and Progress: Twentieth Century Methods in Religious, Educational and Social Activities* (NY: Hodder & Stoughton/George H. Doran, 1915).

File 5: Other: none

Subseries 3: 1920s

File 1: Publications by NGOs and Government Documents

- E. G. Routzahn, *Elements of a Social Publicity Program*, Department of Surveys and Exhibits (NY: Russell Sage Foundation). Print version of paper delivered at National Conference of Social Work, April 1920, New Orleans (LA).
- Mary Swain Routzahn, *Traveling Publicity Campaigns: Educational Tours of Railroad Trains and Motor Vehicles*, Department of Surveys and Exhibits. Surveys and Exhibit Series, edited by Shelby M. Harrison (NY: Russell Sage Foundation, 1920).
- *Publicity Methods for Engineers: Proceedings of First National [Engineering] Conference on Public Information* (Chicago: American Association of Engineers, 1922).
- Evart G. Routzahn and Mary Swain Routzahn, *Publicity Methods Reading List: Selected References on Publicity in Social Work and Kindred Fields*, Department of Surveys and Exhibits (NY: Russell Sage Foundation, 1924).
- Mary Swain Routzahn and Evart G. Routzahn, *Publicity for Social Work*, Department of Surveys and Exhibits (NY: Russell Sage Foundation, 1928).

File 2: Newspaper Articles: none

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines: none

File 4: Chapters and Excerpts from Books

- Herbert Heebner Smith, *Church and Sunday School Publicity: Practical Suggestions for Using the Printed Word to Extend the Influence of the Gospel* (Philadelphia, PA: Westminster, 1922).
- R. H. Wilder and K. L. Buell, *Publicity: A Manual for the Use of Business, Civic, or Social Service Organizations* (NY: Ronald, 1923).

- Chaps. 3-4: “Promoting the [YMCA] Program through Personal Effort” and “Promoting the [YMCA] Program through Publicity,” James W. McCandless, *Association Administration* (NY: Association Press, 1923).
- Irving Squire and Kirtland A. Wilson, *Informing Your Public* (NY: Association Press, 1924).
- Glenn C. Quiett and Ralph D. Casey, *Principles of Publicity* (NY: D. Appleton, 1926).
- “Publicity” by nonprofit bureaus of municipal research: Harry H. Freeman (ed.), *Twenty Years of Municipal Research* (NY: Governmental Research Conference, 1927).

File 5: Other

- Memo from Mary Swain Routzahn to Mr. Marcus, Re: “New York Health Exposition: Impressions of the Health Exposition,” Nov. 14-19 [1921]. Russell Sage Foundation archive.
- Records of the Committee on Publicity Methods in Social Work (renamed in 1929 to Social Work Publicity Council and, decades later, to the National Public Relations Council of Health and Human Services):
 - “Program on Publicity Methods in Social Work,” National Conference of Social Work, June 22-29, 1922.
 - *News Bulletin*, No. 1 (November 1923).
 - “Committee on Publicity Methods in Social Work,” membership recruitment flier, mimeograph, n.d. (probably about 1923).
 - “A Publicity Clearing House for Social, Religious, Civic and Public Health Agencies,” membership recruitment flier, n.d. (probably about 1926).
 - Memo from Virginia Wing, Chairman, to Members of the Committee on Publicity Methods in Social Work, Subject: “Shall We Change Our Name?” January 2, 1929. [eventual decision: yes, changed to Social Work Publicity Council]
 - “The Tenth Year of the Social Work Publicity Council,” n.d. (probably 1929 or 1930).

Subseries 4: 1930s

File 1: Publications by NGOs and Government Documents

- Mary Swain Routzahn, *A Brief Course in Social Work Publicity: Prepared for Informal Study Groups* (NY: Russell Sage Foundation, 1932).
- *Meeting Criticism of Public Welfare* (NY: Social Work Publicity Council, October 1935).
- Helen Cody Bader and Mary Swain Routzahn, *How to Interpret Social Work: A Study Course* (NY: Russell Sage Foundation, April 1937). Reprinted June 1938. Note: In 1934, the Russell Sage Foundation changed the name of its Department of Surveys and Exhibits to the Department of Social Work Interpretation. Perhaps “interpretation” was a more opaque term to be used by the profession in lieu of the increasingly negative connotations of “publicity”?
- Harwood L. Childs, *Practical Methods for Identifying Public Opinion* (NY: Social Work Publicity Council, April 1937). Reprinted September 1938.

File 2: Newspaper Articles

- “Ewart Routzahn, Social Worker, 70” (obit), *NY Times*, April 25, 1939, 23.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

- John Price Jones, "Public Opinion, the Depression, and Fund-Raising," *Public Opinion Quarterly* 1:1 (January 1937) 142-47.
- L. P. Lessing, "Social Work Interpretation," *The Federator*, March 1937, 50-51. Published by the Federation of Social Agencies of Pittsburgh and Allegheny County (PA).
- "Mrs. Linderholm Joins Staff of Russell Sage as Publicity Consultant," *Bulletin of the Boston [MA] Council of Social Agencies*, March 21, 1937.
- John Crosby Brown, "Public Relations in the Philanthropic Field," *Public Opinion Quarterly* 1:2 (April 1937) 138-43.
- Lyman L. Pierce, "Philanthropy – A Major Big Business," *Public Opinion Quarterly* 2:1 (January 1938) 144-45.

File 4: Chapters and Excerpts from Books

- Henry James, *Charles W. Eliot, President of Harvard University, 1869-1909*, Vol. 1 (Boston, MA: Houghton Mifflin, 1930).
- Chap. 25: "Publicity Methods," Elwood Street, *Social Work Administration* (NY: Harper & Brothers, 1931).
- Chap. 9: "Publicity," *Handbook of Association Business Administration*, edited by G. S. Bilheimer and James W. McCandless (NY: Association Press, 1934).
- Chapter on "Public Relations," Judson J. McKim, *The Task of the [YMCA] Secretary as an Administrator* (NY: Association Press, 1934).
- Chapter on "Relations with the Local Community," Ordway Tead, *Creative Management: The Relation of Aims to Administration* (NY: Association Press, 1935).

File 5: Other

- Ernest Gruening, entry on "Publicity," *Encyclopedia of the Social Sciences*, Vol. 12 (NY: Macmillan, 1934) 698-701.
- Conference on Association Publicity, 1938-1940 (paper-clipped):
 - coverage of association news in *NY Times*
 - references to the association in reports and bulletins of NGO members

Note: The above were sources for the section about the Conference on Association Publicity in Mordecai's "Historical Milestones in the Emergence of Nonprofit Public Relations in the US, 1900-1956," *Nonprofit and Voluntary Sector Quarterly* 40:2 (April 2011) 318-35.

- Office records of the Russell Sage Foundation relating to social work publicity (renamed interpretation), May 1934-June 1939 (paper-clipped), including:
 - "Social Work Interpretation: Program for 1935-1936," October 11, 1935.
 - "Social Work Interpretation: Program for 1936-1937," October 16, 1936.
 - Memo from Mrs. Routzahn to Mr. [Shelby M.] Harrison [General Director, Russell Sage Foundation], Subject: "The [1939 NY] World's Fair and Social Work," November 17, 1936.
 - HPL (Harold P. Levy), Department of Social Work Interpretation, "Teaching of Social Work Interpretation in Schools of Social Work," May 18, 1939.

Subseries 5: 1940s

File 1: Publications by NGOs and Government Documents

- Harold P. Levy, *Building a Popular Movement: A Case Study of the Public Relations of the Boy Scouts of America* (NY: Russell Sage Foundation, 1944).
- Beatrice K. Tolleris, *Annual Reports: How to Plan and Write Them* (NY: National Publicity Council for Health and Welfare Services, 1946).
- Viola Paradise, *Toward a Public Understanding of Casework: A Study of Casework Interpretation in Cleveland [OH]* (NY: Russell Sage Foundation, 1948).

File 2: Newspaper Articles

- “Social workers confer,” photo of Harold P. Levy, “research associate in public relations in the Russell Sage Foundation,” *[Boston] Christian Science Monitor*, November 29, 1943, 2.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

- R. E. Leibert, “300,000 Non-Profit Organizations – and Their Public Relations,” *Public Relations Journal* 2:5 (May 1946) 23-27.
- Harold P. Levy, “What Can You Do about [library] Public Relations?” *Wilson Library Bulletin* 21:7 (March 1947) 495-99.
- Harold P. Levy, “Are Social Work’s Public Relations *Poor Relations*?” *Public Relations Journal* 5:6 (June 1949) 26-32.
- Harold Chase, “The Public Relations of the Protestant Church,” *Public Relations Journal* 5:8 (August 1949) 1-_. First page only.

File 4: Chapters and Excerpts from Books

- *Publicity Problems; Proceedings of the Twentieth Annual Convention of the American College Publicity Association*, edited by W. Emerson Reck. April 12-15, 1939, New Orleans (LA). (Norman, OK: American College Publicity Association, 1940). Bibliographic information only.
- E. R. Leibert (ed.), *Y.M.C.A. Public Relations: Selected from the Programs of Fifteen Clinics Held Throughout the United States* (NY: Association Press, 1941).
- John L. Fortson, *How to Make Friends for Your Church: A Manual on Public Relations* (NY: Association Press, 1943). Bibliographic information only.

File 5: Other

- Office files of the Department of Social Work Interpretation of the Russell Sage Foundation, 1941 to the closing of the department by the Foundation in 1947-48. Including:
 - MSR [Mary Swain Routzahn], “A Memorandum on Relations between Department of Social Work Interpretation and Social Work Publicity Council,” November 14, 1941.
 - MSR [Mary Swain Routzahn], “Department of Social Work Interpretation: Progress Report of Current Study,” January 20, 1942.
 - Mary Swain Routzahn, Speech accepting the Elisabeth S. Prentiss Memorial Award, Cleveland (OH) Health Museum, November 14, 1944.
 - MSR [Mary Swain Routzahn], “Recommended Study in Public Relations and Public Information,” June 23, 1947.

- MSR [Mary Swain Routzahn], “Memorandum on Relation of Community Organization and Public Relations,” June 26, 1947.
- Files relating to the National Publicity Council for Health and Welfare Services, 1941-48, including its relationship with the Russell Sage Foundation, particularly after the Foundation closed its Department of Social Work Interpretation. Includes:
 - Summary of Activities, “National Publicity Council for Health and Welfare Services, Inc. From 1941-1944.”
 - “Statement of Transfer: Agreement between the Russell Sage Foundation and the National Publicity Council,” February 25, 1946.
 - For the letterhead of the Council, see: letter from Mrs. Sally E. Bright, Executive Director, to Ralph Hurlin, Russell Sage Foundation, January 13, 1948.

Subseries 6: 1950s-60s

File 1: Publications by NGOs and Government Documents: none

File 2: Newspaper Articles

- Articles referring to Harold P. Levy and his involvement in nonprofit PR (after leaving the Russell Sage Foundation), *LA Times*:
 - “Welfare agencies to view public relations,” January 26, 1953, A26
 - “Central district chest drive begins tomorrow,” October 19, 1958, A1
 - “Anti-smoking fight to go into classrooms,” April 17, 1963, A1

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

- Harold P. Levy, “Foresight of the Blind: Blind Industries of California Licked its Toughest Problem with a Public Relations Plan,” *Public Relations Journal* 7:11 (December 1951) 5-6, 17.
- Harold P. Levy, “Putting the Public in Public Hearings,” *Public Relations Journal* 10:9 (September 1954) 15.
- Dorothy Ducas, Review of *Public Relations for Social Agencies* by Harold P. Levy, *Public Relations Journal* 12:12 (December 1956) 22-23.
- William Fisher Jr., “Social Agencies: A New Challenge for Public Relations,” *PR: The Quarterly Review of Public Relations* 4:2 (April 1959) 14-21.
- Harold N. Weiner, “Public Relations in Health and Welfare,” *Public Relations Quarterly* 10:3-4 (Winter 1966) 78-80.

File 4: Chapters and Excerpts from Books

- Harold P. Levy, *Public Relations for Social Agencies: A Guide for Health, Welfare, and other Community Organizations* (NY: Harper and Brothers, 1956).

File 5: Other: none

Subseries 7: 1970s

File 1: Publications by NGOs and Government Documents

- White House Memo from John D. Ehrlichman to Bill Baroody, March 16, 1973. Flags impropriety of employees of a Nebraska nonprofit/NGO that had received federal grant funding then lobbying their Congressman for continued funding – going against President Nixon’s recommendation to Congress. Nixon Presidential Library, National Archives.

File 2: Newspaper Articles

- David Burnham, “Atomic Industry to Promote Views,” *NY Times*, January 17, 1975, 34.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines: none

File 4: Chapters and Excerpts from Books:

- Jeffrey M. Berry, *Lobbying for the People: The Political Behavior of Public Interest Groups* (Princeton, NJ: Princeton University Press, 1977).

File 5: Other

- Office files of the National Communication Council for Human Services (formerly National Publicity Council for Health and Welfare Services and before that Committee on Publicity Methods in Social Work – see above 1930s and ‘40s) relating to consolidating the organization into the Public Relations Society of America, 1976-77.
- Email exchange between Carlton Spitzer, last president of National Communication Council for Human Services and Mordecai explaining the context of the 1976-77 decision by the Council to merge into PRSA, January 2009.

Subseries 8: 1980s

File 1: Publications by NGOs and Government Documents

- GAO, summary of Congressional testimony regarding NGOs that received federal grant funding and using them for political advocacy, #120685, March 1, 1983.
- GAO, Congressional testimony regarding NGOs that received federal grants and contracts and using them for lobbying purposes, #122842, November 10, 1983.
- GAO, summary of reply to a Senator’s query regarding NGO that receiving federal funding and using them for lobbying purposes, #127686, August 21, 1985.

File 2: Newspaper Articles: none

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

- Michael Naver, “How to Think Like a Manager in Not-For-Profit Public Relations,” *Public Relations Journal* 37:10 (October 1981) 23-24.
- F. Greg Bonner and William R. George, “An Image Scale for Nonprofit Voluntary Organizations,” *Journal of Voluntary Action Research* 17:3-4 (July-December 1988) 70-80.

File 4: Chapters and Excerpts from Books

- Harold P. Levy, *There Were Days Like That* (Glendale, CA: Blue Whale, 1985). Memoir of PR director of the National Conference of Social Work (1930s), staffer at the Russell Sage

Foundation's Social Work Interpretation Department (late 1930s and 1940s) and author of book on nonprofit PR (1956). See above in the subseries' for those decades.

File 5: Other: none

Subseries 9: 1990s

File 1: Publications by NGOs and Government Documents

- (Canada) "External Accountability Relationships," David Kelleher and Kate McLaren, *Grabbing the Tiger by the Tail: NGOs Learning for Organizational Change* (Ottawa: Canadian Council for International Co-operation, 1996).
- Michal Bucko and Lori Gerstley, *Marketing: A How To Guide*, Nonprofit Management Handbook Series, Center for Civil Society Studies, Institute for Policy Studies, Johns Hopkins University (Baltimore, MD: Johns Hopkins University, 1997).
- Wisconsin Impact (coalition of religious groups lobbying for social justice), "Making Your Voice Heard with Elected Officials," *Empower*, No. 14 (1997).
- Tom Martens, "Nonprofits and the Press: Newsmaking Strategies for California" (Washington, DC: Nonprofit Sector Research Fund, Aspen Institute, March 1998).
- Charity Lobbying in the Public Interest (initially a freestanding NGO, later a unit of Independent Sector):
 - June 1998: "Basic Information about the 1976 Law Governing Lobbying by Charities"
 - August 1998: "Public Policy Related Activities that are NOT Lobbying"
 - August 1998: "What are the Main Elements of the 1976 Law?"
 - March 17, 1999: "Lobbying and Advocacy – Similarities and Differences"
 - August 1999: David Arons, "Make a Difference for Your Cause in 3 Hours per Week"
 - October 1999: "Four Important Facts about Lobbying with Foundation Grant Funds"
 - November 1999: "Initiatives and Referenda: Opportunities for Charities under the 1976 Lobby Law"
 - November 1999: *Teaching Nonprofit Advocacy: A Resource Guide*, 1st ed. Attached note from Liz Baumgarten, Program Director and Counsel, to Mordecai.
 - n.d.: "How to Estimate Whether Your Organization Might be Close to the Maximum it may Spend on Lobbying under the 1976 Lobby Law."
 - n.d.: "Notice to Charities' Tax Return Preparers and to Charity Organizations Regarding Lobbying – Has Your Charity Elected to Come Under the 1976 Lobby Law?"
 - n.d. Thomas A. Troyer, "What the Nonprofit Leader Needs to Know about the Lobbying Rules for Charities: An Explanation of the Rules Under the 1976 Lobby Law."
- Internal Revenue Service, Department of Treasury, letter on regulation of nonprofit lobbying, February 11, 1999.
- National Center for Nonprofit Boards: Charlotte Ryan, "Breaking Open the Media Black Box," *Board Member* 8:9 (October 1999) 3.

File 2: Newspaper Articles

- Tom Strini, "MSO [Milwaukee Symphony Orchestra] boosts selling the sound of music," *Milwaukee [WI] Journal Sentinel*, November 2, 1999, 2E.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

- (Regina E. Herzlinger, "Can Public Trust in Nonprofits and Government be Restored?" *Harvard Business Review* 74:2 [March-April 1996] 97-107. For a copy, see folder for 1990s in Series I.)
- Elizabeth Boris and Rachel Mosher-Williams, "Nonprofit Advocacy Organizations: Assessing the Definitions, Classifications, and Data," *Nonprofit and Voluntary Sector Quarterly* 27:4 (December 1998) 488-506.
- Denise Nitterhouse, "Nonprofit and Social Marketing" (reviews of three books), *Nonprofit Management & Leadership* 9:3 (Spring 1999) 323-28.
- "Nonprofits and the Press: How Nonprofits Can Make the News," *Snapshots: Research Highlights from the Nonprofit Sector Research Fund* (Aspen Institute) 4 (June 1999).
- Michael Levine, "The Moral Case for Promotion," *Nonprofit World* 17:5 (September-October 1999) 47-50.
- Randall W. Luecke, Kevin J. Shortill and David T. Meeting, "Toward Increased Accountability," *Journal of Accountancy* 188:4 (October 1999) 49-56.

File 4: Chapters and Excerpts from Books

- Chap. 9: James E. Grunig, "What is Excellence in Management?" *Excellence in Public Relations and Communication Management*, edited by James E. Grunig (Hillsdale, NJ: Lawrence Erlbaum, 1992).
- Tracy Daniel Connors (ed.), *The Nonprofit Management Handbook: Operating Policies and Procedures* (NY: John Wiley & Sons, 1993):
 - Chap. 25: James M. Greenfield and John P. Dreves, "Fund-Raising Assessment"
 - Chap. 27: Eugene M. Johnson, "Marketing"
- Chap. 9: Thomas H. Jeavons, "Ethics in Nonprofit Management: Creating a Culture of Integrity," *Jossey-Bass Handbook of Nonprofit Leadership and Management*, edited by Robert D. Herman et al. (San Francisco: Jossey-Bass, 1994).
- Chap. 1: "The Nation's First Publicity Agency" (first client: Harvard University, a nonprofit/NGO), Scott M. Cutlip, *The Unseen Power: Public Relations. A History* (Hillsdale, NJ: Lawrence Erlbaum, 1994).
- Chap. 14: "Nonprofit Groups See the Need for Public Support," Scott M. Cutlip, *Public Relations History: From the 17th to the 20th Century. The Antecedents* (Hillsdale, NJ: Lawrence Erlbaum, 1995).
- "Missionary Work: Improving Public Awareness and Perceptions of Legitimacy," Mary Tschirhart, *Artful Leadership: Managing Stakeholder Problems in Nonprofit Arts Organizations* (Bloomington: Indiana University Press, 1996).
- Tracy Daniel Connors (ed.), *The Nonprofit Handbook: Management*, 2nd ed. (NY: John Wiley & Sons, 1997):
 - Chap. 17: Evelyn Alemanni, "Communicating Your Cause"
 - Chap. 18: Tracy D. Connors, "Public Relations and the Self-Renewing Organization"

- Discussion of importance of PR for senior managers of all organizations: Herbert A. Simon, *Administrative Behavior: A Study of Decision-Making Processes in Administrative Organizations*, 4th ed. (NY: Macmillan, 1997) 294.
- Edward J. Larson, *Summer for the Gods: The Scopes Trial and America's Continuing Debate over Science and Religion* (NY: BasicBooks/HarperCollins, 1997).
- Elizabeth S. Clemens, *The People's Lobby* (Chicago: University of Chicago Press, 1997).
Note: The subject of this book is unrelated to Mordecai's 2015 book on an NGO called "The People's Lobby." See Series V, subseries 3.
- Chap.: "Annie Turner Wittenmyer, Frontier Reformer," Willard Sterne Randall and Nancy Nahra, *Forgotten Americans: Footnote Figures Who Changed American History* (Reading, MA: Addison-Wesley, 1998).
- Chap. 6: Mary Tschirhart, "Nonprofit Management Education: Recommendations Drawn from Three Stakeholder Groups," *Nonprofit Management Education: U.S. and World Perspectives*, edited by Michael O'Neill and Kathleen Fletcher (Westport, CT: Praeger, 1998). On importance of PR for NGO management training.
- Richard L. Edwards, John A. Yankey and Mary A. Altpeter (eds.), *Skills for Effective Management of Nonprofit Organizations* (Washington, DC: NASW [National Association of Social Workers] Press, 1998):
 - Chap. 6: Todd Cohen, "Media Relationships and Marketing"
 - Chap. 7: Emily D. Pelton and Richard E. Baznik, "Managing Public Policy Advocacy and Government Relations"
- Christopher McNamara, *Grantmakers Communications Manual* (Washington, DC: Council on Foundations, 1998).
- Thomas Wolf, *Managing a Nonprofit Organization in the Twenty-First Century*, rev. ed. (NY: Simon & Schuster, 1999).
- Chap. 9: Elizabeth J. Reid, "Nonprofit Advocacy and Political Participation," *Nonprofits and Government: Collaboration and Conflict* [1st ed.], edited by Elizabeth T. Boris and C. Eugene Steuerle (Washington, DC: Urban Institute, 1999).
- Chap. 10: "Advocacy, Legal Services, and International Aid," Lester M. Salamon, *America's Nonprofit Sector: A Primer*, 2nd ed. (NY: Foundation Center, 1999).
- Bibliographic information or front-matter only (paper-clipped):
 - M. Booth & Associates, *Promoting Issues & Ideas: A Guide to Public Relations for Nonprofit Organizations*, 2nd ed. (NY: Foundation Center, 1995).
 - David L. Rados, *Marketing for Nonprofit Organizations* (Westport, CT: Auburn House, 1996).
 - Douglas B. Herron, *Marketing Nonprofit Programs and Services: Proven and Practical Strategies to Get More Customers, Members, and Donors* (San Francisco: Jossey-Bass, 1997).
 - Adrian Sargeant, *Marketing Management for Nonprofit Organizations* (NY: Oxford University Press, 1999).

File 5: Other

- F. Ellen Netting et al., "Publicly Mandates Grassroots Advocacy: An Oxymoron?" Paper presented at annual conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), November 1999, Arlington (VA).

Subseries 10: 2000s

Part A

File 1: Publications by NGOs and Government Documents

- Federal government:
 - Internal Revenue Service (IRS), Department of Treasury, letter on regulation of nonprofit lobbying, July 26, 2000.
 - *United States Code Annotated*, 2003, § 1352. “Limitation on use of appropriated funds to influence certain Federal contracting and financial transactions.”
 - GAO, “Lobbying with Grant Funds,” *Principles of Federal Appropriations Law*, 3rd ed., Vol. I, January 2004.
 - GAO, Letter to US Senator on “Grants Management: EPA [Environmental Protection Agency] Actions taken Against Nonprofit Grant Recipients in 2002,” GAO-04-383R, January 30, 2004.
 - Internal Revenue Service (IRS), Department of Treasury, letter on regulation of nonprofit lobbying, December 9, 2004.
- Charity Lobbying in the Public Interest, distributed at ARNOVA conference in November 2000 (paper-clipped):
 - “Information Packet” overview
 - attachments (that are not already in 1990s file above)
- Charity Lobbying in the Public Interest, “Lobby? You? Yes, Your Nonprofit Organization Can! It Should!” July 2002.
- Andy Goodman, *Why Bad Ads Happen to Good Causes: And How to Ensure They Won’t Happen to You* (LA: Cause Communications, 2002).
- Suri Duitch, *The Big Idea: A Step-by-Step Guide to Creating Effective Policy Reports*, (NY: Center for an Urban Future, 2002).
- OMB Watch: “Overview of Findings of Strengthening Nonprofit Advocacy Project,” May 28, 2002.
- Aspen Institute, “Foundation Accountability and Effectiveness: A Statement for Public Discussion,” Fall 2002. See p. 6 on public reporting.
- Susan Nall Bales and Franklin D. Gilliam Jr., *Communications for Social Good* (NY: Foundation Center, April 2004).
- Minnesota Council on Foundations: “990s in the Spotlight,” *Giving Forum*, Spring 2004.
- Minnesota Council of Nonprofits: Jon Pratt, “One Million Minnesotans Can See Your Form 990,” 2004.
- Center for Public & Nonprofit Leadership, Georgetown University (Washington, DC):
 - “Governance & Accountability in America’s Foundations,” January 29, 2004.
 - “Philanthropy Information Retrieval Project,” March 1, 2004.
- Impact 2-1-1 [social services call center] [Milwaukee WI], *Sign of the Times: A Report Card to the Community*, 2003-04.
- GrantCraft.org: Tony Proscio, *Advocacy Funding: The Philanthropy of Changing Minds*, 2005.
- Judy Huang, *Foundation Communications: The Grantee Perspective* (Cambridge, MA: Center for Effective Philanthropy, 2006).

- Kendall Guthrie, Justin Louie and Catherine Crystal Foster, *The Challenge of Assessing Policy and Advocacy Activities: Part II – Moving from Theory to Practice* (LA: The California Endowment, October 2006).
- Center for Lobbying in the Public Interest, *Make a Difference for Your Cause: Strategies for Nonprofit Engagement in Legislative Advocacy*, 2006.
- Hunger Task Force of Milwaukee (WI): “Why Donate? We’ve Got All the Reasons,” *Hunger Connection*, Fall 2007.
- Nonprofit Academic Centers Council, Cleveland (OH), 2007:
 - *Curricular Guidelines for Undergraduate Study in Nonprofit Leadership, the Nonprofit Sector and Philanthropy*, 1st ed.
 - *Curricular Guidelines for Graduate Study in Nonprofit Leadership, the Nonprofit Sector and Philanthropy*, 2nd rev. ed.
- Center for Lobbying in the Public Interest, *Smart and Ethical Principles and Practices for Public Interest Lobbying*, January 2008.
- The Communications Network: Desantis Breindel, *Foundation Communications: The State of the Profession*, annual meeting, September 24, 2008.
- GuideStar, *The State of Nonprofit Transparency, 2008: Voluntary Disclosure Practices*, 2009.
- Stephanie Lessans Geller and Lester M. Salamon, “Listening Post Project Roundtable on Nonprofit Advocacy and Lobbying,” Communiqué No. 13, Listening Post Project, Center for Civil Society Studies, Institute for Policy Studies, Johns Hopkins University: 2009.

File 2: Newspaper Articles

- Brian A. Gallagher (interview), “Take Five: How to Make People Give Away Money,” *Milwaukee [WI] Journal Sentinel*, May 4, 2003, 2A.
- Jeff Jones, “Arthritis Foundation Swung into Action,” *Nonprofit Times*, 18:21 (November 1, 2004) 1, 4.
- Guest House of Milwaukee (WI), “Executive Director” (ad), *Milwaukee [WI] Journal Sentinel*, November 7, 2007, 3B. Using a paid ad to run a press release, perhaps because got no free media coverage in local newspaper.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

Note to Users: A reminder that this collection generally omits the major peer-review academic publications in public relations and public administration. Relevant articles are relatively easy to identify and download on major online databases.

- Kathleen S. Kelly, “Managing Public Relations for Nonprofits” (review of two books), *Nonprofit Management & Leadership* 11:1 (Fall 2000) 87-95.
- Dennis R. Young, “The Influence of Business on Nonprofit Organizations and the Complexity of Nonprofit Accountability: Looking Inside as Well as Outside,” *American Review of Public Administration* 32:1 (March 2002) 3-19.
- “Plenary Session Focused on Accountability and the Public Trust” (summary of presentations at conference), *ARNOVA News* 32:1 (Winter 2003) 10-11.

- Dina M. Lewis, "Essential Tools of the Internet: Using E-Mail and the Web for Effective Communication" (mini-forum on public nonprofit management), *Public Manager* 32:2 (Summer 2003) 13-15.
- Howard P. Tuckman, Patrali Chatterjee and David Muha, "Nonprofit Websites: Prevalence, Usage and Commercial Activity," *Journal of Nonprofit & Public Sector Marketing* 12:1 (2004) 49-67.
- "Nonprofit and Foundation Accountability" *Snapshots: Research Highlights from the Nonprofit Sector Research Fund* (Aspen Institute) 35 (June-July 2004).
- "5 Minutes: Cheryl Phillips, Journalist, *Seattle Times*," *Stanford Social Innovation Review* 2:2 (Fall 2004) 11-13.
- Mordecai Lee, "Public Reporting: A Neglected Aspect of Nonprofit Accountability," *Nonprofit Management & Leadership* 15:2 (Winter 2004) 169-85.
- Beth L. Leech et al., "Drawing Lobbyists to Washington: Government Activity and the Demand for Advocacy," *Political Research Quarterly* 58:1 (March 2005) 19-30.
- Brooks B. Kenny and Jill C. Rasmussen, "Best Practices in Communications: Ten Tips for Improving Communications and Setting the Stage for Your Success," (mini-forum on nonprofit management), *Public Manager* 34:1 (Spring 2005) 19-21.
- Cynthia M. Gibson, "In Whose Interest: Do National Nonprofit Advocacy Organizations Represent the Under-represented?" *Nonprofit Quarterly* 13:2 (Summer 2006) 14-17.
- Beth L. Leech, "Funding Faction or Buying Silence? Grants, Contracts, and Interest Group Lobbying Behavior," *Policy Studies Journal* 34:1 (Fall 2006) 17-35.
- A. Trevor Thrall, "The Myth of the Outside Strategy: Mass Media News Coverage of Interest Groups," *Political Communication* 23:4 (October-December 2006) 407-20.
- Curtis D. Child and Kirsten A. Grønbyerg, "Nonprofit Advocacy Organizations: Their Characteristics and Activities," *Social Science Quarterly* 88:1 (March 2007) 259-81.
- Mark Hale, "Superficial Friends: A Content Analysis of Nonprofit and Philanthropy Coverage in Nine Major Newspapers," *Nonprofit and Voluntary Sector Quarterly* 36:3 (September 2007) 465-86.
- "Strengthening Nonprofit Advocacy," *Snapshots: Research Highlights from the Nonprofit Sector Research Fund* (Aspen Institute) 47 (February 2008).
- Kelly LeRoux and Holly T. Goerdel, "Political Advocacy by Nonprofit Organizations: A Strategic Management Explanation," *Public Performance & Management Review* 32:4 (June 2009) 514-36.
- Bibliographic information or front-matter only (paper-clipped):
 - Dennis L. Poole et al., "Evaluating Performance Measurement Systems in Nonprofit Agencies," *American Journal of Evaluation* 21:1 (Winter 2000), 15-26.
 - Enamul Choudhury and Shamima Ahmed, "The Shifting Meaning of Governance: Accountability of Third Sector Organizations in an Emergent Global Regime," *International Journal of Public Administration* 25:4 (2002) 561-88.
 - James Kiwanuka-Tondo, Mark Hamilton and Jessica Katz Jameson, "AIDS Communication Campaigns in Uganda: Organizational Factors and Campaign Planning as Predictors of Successful Campaign Execution," *International Journal of Strategic Communication* 3:3 (June 2009) 165-82.

Part B

File 4: Chapters and Excerpts from Books

- Elizabeth J. Reid (ed.), *Structuring the Inquiry into Advocacy*, Vol. 1 of Nonprofit Advocacy and the Policy Process: A Seminar Series (Washington, DC: Urban Institute, October 2000).
- Paul C. Light, *Making Nonprofits Work: A Report on the Tides of Nonprofit Management Reform* (Washington, DC: Aspen Institute and Brookings Institution, 2000).
- David Cohen, Rosa de la Vega and Gabrielle Watson, *Advocacy for Social Justice: A Global Action and Reflection Guide* (Bloomfield, CT: Kumerian, 2001).
- William B. Werther Jr. and Evan M. Berman, *Third Sector Management: The Art of Managing Nonprofit Organizations* (Washington, DC: Georgetown University Press, 2001).
- Tracy Daniel Connors (ed.), *The Nonprofit Handbook: Management*, 3rd ed. (NY: John Wiley & Sons, 2001):
 - Chap. 7: Eugene M. Johnson and M. Venkatesan, “Marketing”
 - Chap. 10: Marlene Fox-McIntyre, “Internet Strategy for Nonprofits”
 - Chap. 11: Michael Stein, “Nonprofit Success on the Internet: Creating an Effective Online Presence”
 - Chap. 12: Eileen M. Wirth, “Strategic Media Relations”
 - Chap. 13: Richard L. Thompson, “Contingency and Emergency Public Affairs”
 - Chap. 19: James M. Greenfield, “Fund-Raising Management”
 - Chap. 21: Keith Seel, “Commercial Ventures: Opportunities and Risks for Nonprofit Organizations”
 - Chap. 25: Milena M. Meneghetti and Keith Seel, “Ethics and Values in the Nonprofit Organization”
 - Chap. 28: Keith Seel, M. Michelle Regel and Milena M. Meneghetti, “Governance: Creating Capable Leadership in the Nonprofit Sector”
- Chap. 2: “Civic and Political Engagement,” Peter Frumkin, *On Being Nonprofit: A Conceptual and Policy Primer* (Cambridge, MA: Harvard University Press, 2002).
- Caroline Taylor, *Publishing the Nonprofit Annual Report: Tips, Traps, and Tricks of the Trade* (San Francisco: Jossey-Bass/Wiley, 2002).
- Chap. 20: “Communications and Public Relations,” Gary M. Grobman, *The Nonprofit Handbook: Everything You Need to Know to Start Up and Run Your Nonprofit Organization*, 3rd ed. (Harrisburg, PA: White Hat Communications, 2002).
- Chap. 15: Evelyn Brody, “Accountability and Public Trust,” *The State of Nonprofit America*, edited by Lester M. Salamon (Washington, DC: Brookings Institution, 2002).
- Michael O’Neill, *Nonprofit Nation: A New Look at the Third America* (San Francisco: Jossey-Bass/Wiley, 2002).
- Chap. 13: Richard L. Thompson, “Contingency and Emergency Public Affairs (Revised),” Tracy Daniel Connors (ed.), *The Nonprofit Handbook: Management*, 3rd ed., 2002 Supplement (NY: John Wiley & Sons, 2002).
- Kathleen D. McCarthy, *American Creed: Philanthropy and the Rise of Civil Society, 1700-1865* (Chicago: University of Chicago Press, 2003).
- Robert D. Herman et al. (eds.), *Jossey-Bass Handbook of Nonprofit Leadership and Management*, 2nd ed. (San Francisco: Jossey-Bass/Wiley, 2005):
 - Chap. 2: Jon Van Til, “Nonprofit Organizations and Social Institutions”
 - Chap. 10: Bob Smucker, “Nonprofit Lobbying”

- Chap. 11: John A. Yankey and Carol K. Willen, “Strategic Alliances”
- Walter W. Powell and Richard Steinberg (eds.), *The Nonprofit Sector: A Research Handbook*, 2nd ed. (New Haven, CT: Yale University Press, 2006):
 - Chap. 2: Peter Dobkin Hall, “A Historical Overview of Philanthropy, Voluntary Associations, and Nonprofit Organizations in the United States, 1600-2000”
 - Chap. 11: Evelyn Brody, “The Legal Framework for Nonprofit Organizations”
 - Chap. 13: J. Craig Jenkins, “Nonprofit Organizations and Political Advocacy”
- Willard C. Richan, *Lobbying for Social Change*, 3rd ed. (NY: Haworth, 2006).
- Elizabeth Boris and C. Eugene Steuerle (eds.), *Nonprofits & Government: Collaboration & Conflict*, 2nd ed. (Washington, DC: Urban Institute, 2006):
 - Chap. 1: Dennis R. Young, “Complementary, Supplementary, or Adversarial? Nonprofit-Government Relationships”
 - Chap. 10: Elizabeth J. Reid, “Advocacy and the Challenges it Presents for Nonprofits”
- Sarah Pralle, *Branching Out, Digging In: Environmental Advocacy and Agenda Setting* (Washington, DC: Georgetown University Press, 2006).
- Chap. 17: “Nonprofits, Trade Associations, and Nongovernmental Organizations,” Scott M. Cutlip, Allen H. Center and Glen M. Broom, *Effective Public Relations*, 9th ed. (Upper Saddle River, NJ: Pearson/Prentice-Hall, 2006).
- Gary D. Bass et al., *Seen But Not Heard: Strengthening Nonprofit Advocacy* (Washington, DC: Aspen Institute, 2007).
- Brian E. Adams, *Citizen Lobbyists: Local Efforts to Influence Public Policy* (Philadelphia, PA: Temple University Press, 2007).
- Rebecca K. Leet, *Message Matters: Succeeding at the Crossroads of Mission and Market* (Saint Paul, MN: Fieldstone Alliance, 2007).
- Barry Hessenius, *Hardball Lobbying for Nonprofits: Real Advocacy for Nonprofits in the New Century* (NY: Palgrave/Macmillan, 2007).
- Kathy Bonk et al., *Strategic Communications for Nonprofits: A Step-by-Step Guide to Working with the Media*, 2nd ed. (San Francisco: Jossey-Bass/Wiley, 2008).
- Chap. 6: Kati Tusinski Berg, “Lobbying as Advocacy Public Relations and its ‘Unspoken’ Code of Ethics,” *Interest Groups and Lobbying in the United States and Comparative Perspectives: Essays in Ethics, Institutional Pluralism, Regulation, and Management*, edited by Conor McGrath (Lewiston, ME: Edwin Mellen, 2009).
- Sally J. Patterson and Janel M. Radtke, *Strategic Communications for Nonprofit Organizations: Seven Steps to Creating a Successful Plan*, 2nd ed. (Hoboken, NJ: John Wiley & Sons, 2009).
- Bibliographic information or front-matter only (paper-clipped):
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 - Jason Salzman, *Making the News: A Guide for Activists and Nonprofits*, rev. ed. (Boulder, CO: Westview, 2003).
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File 5: Other

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- John McNutt, Katherine Boland and George Haskett, "Electronic Government and Electronic Advocacy: An Empirical Exploration of Relationships and Patterns," paper at annual conference of ARNOVA, November 2002.
- Paul DePerna, "Media, Charity, and Philanthropy in the Aftermath of September 11, 2001," (NY: Century Foundation, 2003).
- Douglas Gould et al., "Truth on the Sidelines: Philanthropy and Foundations in the Media (NY: Douglas Gould & Co., September 2003).
- Council on Foundations: "Foundations Nationwide Draft Standards and Stewardship Principles: Grantmakers Work to Increase Public Confidence" (news release), June 11, 2004.
- Kathleen S. Kelly, "Public Relations and Philanthropy for Nonprofits," *Philanthropy in America: A Comprehensive Historical Encyclopedia*, edited by Dwight F. Burlingame (Santa Barbara, CA: ABC CLIO, 2004).
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 - Maureen Taylor, "Nongovernmental Organizations (NGOs)"
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- (Canada) C. M. L. (Catherine) Pearl, "A Case Study in Social Marketing," Everyone Belongs campaign, Developmental Disabilities Resource Centre of Calgary, September 30, 2005.
- Margarete Rooney Hall and Juan Carlos Molleda, "A Public Relations and Communication Perspective on the Development of Nonprofit Organizations in the Czech Republic," paper at annual conference of ARNOVA, Washington, DC, November 2005.
- *Encyclopedia of Public Administration and Public Policy*, 2nd ed. (NY: Taylor & Francis, 2008):
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 - John F. Sacco and Walter Vance, "Accounting and Reporting for Private Non-Profit Organizations – Balancing Economic Efficiency with Social Mission"
- "Advocacy Progress Planner: An Advocacy & Policy Change Composite Logic Model," 2008.
- Examples of Milwaukee (WI) and Chicago nonprofit PR:
 - Covenant Healthcare, *2001 Community Impact Report* (ad), *Milwaukee Journal Sentinel*, December 23, 2001, 11A; and *2002 Community Impact*.
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 - Lake Park Lutheran Church, June 2005
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 - "Leveraging Media for Social Change," training session for nonprofits led by Abby Scher, Cardinal Stritch University, May 17, 2007.

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Subseries 11: 2010s

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- Suri Dutch, “Speak Up: Tips on Advocacy for Publicly Funded Nonprofits” (NY: Center for an Urban Future, 2011).
- Tax Foundation: Scott A. Hodge, “Credit Unions Say ‘Don’t Tax Me, Tax the Banks Behind the Tree,’” December 7, 2012.

File 2: Newspaper Articles

- David Stid, “The social services industrial complex” (op-ed column), *Washington Post*, April 25, 2012.
- Andrew McGill, “Allegheny County puts nonprofits on notice,” *Pittsburgh Post-Gazette*, January 23, 2013.
- Stuart Elliott, “Steal this idea, a campaign urges,” *NY Times*, June 20, 2013, B5.
- David Wallis, “Charities try provocative ads to attract attention,” *NY Times*, November 8, 2013, F8.
- “Why most campaigns to reduce teen pregnancy are about as effective as a condom with a hole in it” (ad), *Milwaukee [WI] Journal Sentinel*, January 29, 2014, 7B.
- Craig Gilbert, “Trump will tout efforts to close skills gap in visit,” *Milwaukee [WI] Journal Sentinel*, June 11, 2017, 10A.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

Note to Users: A reminder that this collection generally omits the major peer-review academic publications in public relations and public administration. Relevant articles are relatively easy to identify and download on major online databases.

- Chao Guo and Gregory D. Saxton, “Voice-In, Voice-Out: Constituent Participation and Nonprofit Advocacy,” *Nonprofit Policy Forum* 1:1 (2010), article 5.
- Jill Nicholson-Crotty, “Nonprofit Organizations, Bureaucratic Agencies, and Policy: Exploring the Determinants of Administrative Advocacy,” *American Review of Public Administration* 41:1 (January 2011) 61-74.
- Mordecai Lee, “Historical Milestones in the Emergence of Nonprofit Public Relations in the US, 1900-1956,” *Nonprofit and Voluntary Sector Quarterly* 40:2 (April 2011) 318-35.
- Ezra Klein, “Our Corrupt Politics: It’s Not All Money,” *New York Review of Books* 59:5 (March 22, 2012) 42-44.
- Jennifer E. Mosley, “Keeping the Lights on: How Government Funding Concerns Drive the Advocacy Agendas of Nonprofit Homeless Service Providers,” *Journal of Public Administration Research and Theory* 22:4 (October 2012) 841-66.
- Renee Nank and Jennifer Alexander, “Farewell to Tocqueville’s Dream: A Case Study of Trade Associations and Advocacy,” *Public Administration Quarterly* 36:4 (Winter 2012) 429-61.

- Katrina L. Miller-Steven and Matthew J. Gable, “Antecedents to Nonprofit Advocacy: Which is More Important – Governance or Organizational Structure?” *Journal for Nonprofit Management* 15:1 (2012) 21-39.
- Mordecai Lee, “Glimpsing an Alternate Construction of American Public Administration: The Later Life of William Allen, Co-Founder of the New York Bureau of Municipal Research,” *Administration & Society* 45:5 (July 2013) 522-62. Note: Allen’s approach to reforming government was by basing himself at a nonprofit/NGO and then focusing on publicity to promote public support for the measures he was advocating for. He did this at the NY Bureau of Municipal Research (1907-1914) and then at his Institute for Public Service (1915-1962). For detailed research materials and records, see Series V, Subseries 2.
- Alicia Schatteman (ed.), Special Issue on Nonprofit Accountability, *International Review of Public Administration* 18:3 (2013), including:
 - Alicia Schatteman, “Nonprofit Accountability: To Whom and for What? An Introduction to the Special Issue,” 1-6.
 - (Germany) Helmut K. Anheier, Rabea Hass and Annelie Beller, “Accountability and Transparency in the German Nonprofit Sector: A Paradox?” 69-84.
- Saunah Zainon et al., “Annual Reports of Non-profit Organizations (NPOs): An Analysis,” *Journal of Modern Accounting and Auditing* 9:2 (February 2013) 183-92.
- Marc J. Holley, Matthew J. Carr and Mindy Hightower King, “Advocacy Isn’t ‘Soft’,” *Stanford Social Innovation Review* 12:2 (Spring 2014) 59-60.
- Bibliographic information or front-matter only (paper-clipped):
 - (Sweden) Daniel Nohrstedt, “Do Advocacy Coalitions Matter? Crisis and Change in Swedish Nuclear Energy Policy,” *Journal of Public Administration Research and Theory* 20:2 (April 2010) 309-33.
 - (Australia) Philip D. Palmer, “Exploring attitudes to financial reporting in the Australian not-for-profit sector,” *Accounting & Finance* 53:1 (March 2013) 217-41.
 - Giacomo Manetti and Simone Toccafondi, “Defining the Content of Sustainability Reports in Nonprofit Organizations: Do Stakeholders Really Matter? *Journal of Nonprofit & Public Sector Marketing* 26:1 (2014) 35-61.

File 4: Chapters and Excerpts from Books

- David O. Renz (ed.), *Jossey-Bass Handbook of Nonprofit Leadership and Management*, 3rd ed. (San Francisco: Jossey-Bass/Wiley, 2010):
 - Chap. 1: Peter Dobkin Hall, “Historical Perspectives on Nonprofit Organizations in the United States”
 - Chap. 11: Brenda Gainer, “Marketing for Nonprofit Organizations” (first and last pages only)
 - Chap. 12: Kathy Bonk, “Strategic Communications”
 - Chap. 13: Marcia Avner, “Advocacy, Lobbying, and Social Change”
- Aseem Prakash and Mary Kay Gugerty (eds.), *Advocacy Organizations and Collective Action* (NY: Cambridge University Press, 2010):
 - Chap. 1: Aseem Prakash and Mary Kay Gugerty, “Advocacy Organizations and Collective Action: An Introduction” (selected pages)
 - Chap. 12: Mary Kay Gugerty and Aseem Prakash, “Conclusion and Future Research: Rethinking Advocacy Organizations”

- Chap. 8: “Interest Groups, Case Studies, Public Policy, and Political Theory,” McGee Young, *Developing Interests: Organizational Change and the Politics of Advocacy* (Lawrence: University Press of Kansas, 2010).
- Darian Rodriguez Heyman (ed.), *Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals* (San Francisco: Jossey-Bass/Wiley, 2011):
 - Chap. 25: Jennie Winton and Zack Hochstadt, “Nonprofit Marketing” (title page only)
 - Chap. 26: Beth Kanter, “Using Web 2.0 Tools to Tell Your Organization’s Story: Blogs, Flickr, and YouTube,” (title page only)
 - Chap. 27: Kivi Leroux Miller, “Crafting an Effective Newsletter Strategy” (title page only)
 - Chap. 28: Marika Holmgren, “Painless and Effective Event Planning: Let’s Get this Party Started!” (title page only)
 - Chap. 29: David Fenton, “Public Relations for Nonprofits: Getting Ink for Your Cause”
- “Transparency,” Helmut K. Anheier, *Nonprofit Organizations: Theory, Management, Policy*, 2nd ed. (London: Routledge, 2014).
- Lester M. Salamon (ed.), *The State of Nonprofit America*, 2nd ed. (Washington, DC: Brookings Institution, 2012):
 - Chap. 10: Elizabeth T. Boris and Matthew Maronick, “Civic Participation and Advocacy”
 - Chap. 16: Kevin P. Kearns, “Accountability in the Nonprofit Sector”
- Jeffrey M. Berry and Sarah Sobieraj, *The Outrage Industry: Political Opinion Media and the New Incivility* (NY: Oxford University Press, 2014).
- Bibliographic information or front-matter only (paper-clipped):
 - Janet Fouts, *#Socialmedia Nonprofit Tweet: 140 Bite-Sized Ideas for Nonprofit Social Media Engagement* (Silicon Valley, CA: THiNKaha, 2010).
 - Scott C. Stevenson (ed.), *Basics of Nonprofit Publicity: Winning Strategies for News Releases, Press Conferences and Media Relations* (Hoboken, NJ: Wiley, 2011).
 - John Capecci and Timothy Cage, *Living Proof: Telling Your Story to Make a Difference; Essential Skills for Advocates and Spokespersons* (Minneapolis, MN: Granville Circle, 2012).
- Nicolas A. Valcik, Teodoro J. Benavides and Kimberly E. Scruton, *Nonprofit Organizations: Real Issues for Public Administrators* (Boca Raton, FL: CRC/Taylor & Francis, 2015):
 - Section II: “Public Relations Issues”: Chaps. 2-8 are case studies focusing on specific public relations problems facing a nonprofit administrator and suggestions for handling them.
 - Chaps. 9-10, 13, 15-16, 20-22, 24, 27-28, 30-32: These case studies have a central focus on other managerial issues, but also discuss their public relations implications for the nonprofit manager and suggestions for handling them.
- Richard Hoefer, *Advocacy Practice for Social Justice*, 3rd ed. (Chicago: Lyceum, 2016).
- Chap. 6: Roger Colinviaux, “Nonprofits and Advocacy,” *Nonprofits and Government: Collaboration and Conflict*, 3rd ed., edited by Elizabeth Boris and C. Eugene Steuerle (Lanham, MD: Rowman & Littlefield, 2017).

File 5: Other

- Public Relations Society of America: Job Center, “Community Relations Careers,” 2014.
- Mordecai Lee, “Nonprofit Organizations: Public Relations,” *Encyclopedia of Public Administration and Public Policy*, 3rd ed. (NY: Taylor & Francis, 2016).
- Examples of Milwaukee and Wisconsin nonprofit PR products:
 - Hunger Task Force of Milwaukee (WI), *Strategic Plan*, July 25, 2013.
 - John K. MacIver Institute for Public Policy (Madison, WI), publicity materials, 2016 (paper-clipped).
 - Hunger Task Force of Milwaukee (WI): presentation by Maureen Fitzgerald, Advocacy Director, to Mordecai’s course on nonprofit public relations and advocacy, spring 2016: PowerPoint and publicity materials.

Series V

NGO/Nonprofit PR:

Documentation and Records from Mordecai's Writings (Selected)

Notes:

- Many of the government documents, archival materials and published materials cited in Mordecai's published writings are presented in the chronological files above (Series IV). Therefore, not all of his publications have a discrete subseries below. The materials in this series tend to be on highly specialized topics outside the general focus of Series IV.
- The series is presented in chronological order according to when his writings were published.
- The series consists of folders numbered 1-3 and contain the background materials Mordecai collected for some of his books and articles on NGO public relations in the US.

Subseries 1: *Bureaus of Efficiency: Reforming Local Government in the Progressive Era* (Milwaukee, WI: Marquette University Press, 2008).

Notes:

- The book highlights nonprofit and governmental bureaus of efficiency. These bureaus sometimes put major emphasis on public relations as a way to mobilize public support for good government reforms.
- The research files on the nonprofit bureau of efficiency in Milwaukee (Chap. 2 of the book) are held in the archival collection of its successor organization, the Public Policy Forum of Milwaukee. The research files on the nonprofit bureau of efficiency in Chicago (Chap. 4 of the book) are held in the archival collections at the Chicago Historical Society.
- Governmental bureaus of efficiency tended not to be as publicity oriented as their nonprofit counterparts. An exception to that generalization was the Toledo Bureau of Efficiency and Publicity. See Mordecai's, "When Government Used Publicity Against Itself: Toledo's Commission of Publicity and Efficiency, 1916-1975," *Public Relations Review* 31:1 (March 2005) 55-61. Located in Series I, Subseries 11, Part A, File 3.

File 1: General Examples of the PR focus of Good Government Nonprofits, 1908-1916

File 2: Bureau of Economics and Public Efficiency, Southern Commercial Congress, Publications, 1915

File 3: Wisconsin Efficiency Bureau, 1915-1916

- Publications
- Correspondence

- Includes Williams Allen's survey of the University of Wisconsin and the controversy it sparked. Related materials below in File 1 of Subseries 2: William Allen.

File 4: Materials on PR of Ohio Institute for Public Efficiency, 1916-1917

File 5: Wisconsin Citizens Public Expenditure Survey, Initial Publications: 1940

Subseries 2: "Glimpsing an Alternate Construction of American Public Administration: The Later Life of William Allen, Co-Founder of the New York Bureau of Municipal Research," *Administration & Society* 45:5 (July 2013) 522-62.

Notes:

- Allen's approach to reforming government was by basing himself at a nonprofit/NGO and then focusing on publicity to promote public support for the measures he was advocating for. He did this at the NY Bureau of Municipal Research (1907-1914) and then at his Institute for Public Service (1915-1962).
- The files contain all the primary sources cited in the article, but also many primary sources that are not referenced in the published version of the article.
- In particular, the files include nearly the full run of *Public Service*, the PR-oriented newsletter published by Allen and his Institute for Public Service.

File 1: 1905-1915

- Allen before co-founding the NY Bureau of Municipal Research (1905-07)
- Allen at the Bureau of Municipal Research (1907-1914), including cover page of the first issue of the Bureau's publication *Municipal Research*, No. 1, July 26, 1913.
- Allen's survey of the University of Wisconsin and the controversy it sparked (1914-15). Related materials in File 3 of Subseries 1: Wisconsin Efficiency Bureau (above).

File 2: 1915-1917: Allen founds the Institute for Public Service

File 3: 1918-1919

File 4: 1920-1923

File 5: 1924-1927

File 6: 1928-1933

File 7: 1934-1962

File 8: Reminiscences of Dr. William H. Allen, Oral History Project, Columbia University, NY (unbound)

Subseries 3: *The Philosopher-Lobbyist: John Dewey and the People's Lobby, 1928-1940* (Albany: State University of New York Press, 2015).

Notes:

- The People's Lobby was an NGO that put major emphasis on an active public relations program to mobilize public support for its policy proposals.
- The files contain all the primary sources cited in the book, but also many primary sources that are not referenced in the book.
- Research files for the People's Lobby from 1932 to April, 1945 (chapters 5-9 and chap. 10 through to FDR's death) are in the Mordecai Lee Papers at the FDR Presidential Library, Hyde Park, NY.

File 1: Chap. 1: Benjamin Marsh's NGO publicity and advocacy activities before co-founding the People's Lobby in 1928:

- Philadelphia Society for Organizing Charity and Pennsylvania Society to Protect Children from Cruelty, 1902-08 (?)
- Committee on Congestion of Population in New York, 1912-16 (?)
- Society to Lower Rents and Reduce Taxes on Homes, 1915-16
- League for Municipal Ownership and Operation, 1916
- Farmers' National Council (earlier names: Farmers' National Headquarters and Farmers' National Committee), 1918-28, including
 - Special Committee on Farm Labor, 1918
 - Special Committee on the Draft, 1918
- People's Reconstruction League, 1921-27
- Sacco-Vanzetti Defense Committee, 1927
- Anti-Monopoly League, 1927-28

File 2: Chap. 2: Founding and Organizing the People's Lobby, 1928-1931

Note: This folder contains most of the sources cited in the chapter, even though they occurred over a three-year period and therefore somewhat overlap with the subsequent chronological chapters covering the activities of the Lobby from 1928 to 1931.

File 3: Chap. 3: Activities of the People's Lobby, 1928-31

Note: This file does not include sources already cited in Chap. 2. Please see File 2.

File 4: Chap. 4: Lobby Operations and Conservative Attacks, 1928-1931

Note: This file does not include sources already cited in Chap. 2. Please see File 2.

Reminder Note: Research files for the People's Lobby from 1932 to April, 1945 (chapters 5-9 and chap. 10 through to FDR's death) are in the Mordecai Lee Papers at the FDR Presidential Library, Hyde Park, NY.

File 5: Chap. 10: Activities of the People's Lobby, 1945

File 6: Chap. 10: Activities of the People's Lobby, 1946

File 7: Chap. 10: Activities of the People's Lobby, 1947

File 8: Chap. 10: Activities of the People's Lobby, 1948

File 9: Chap. 10: Activities of the People's Lobby, 1949

File 10: Chap. 10: Activities of the People's Lobby, 1950

Series VI

Recommended Research Methodology for PR History: Triangulation

This folder contains information on triangulation, the research method Mordecai mostly used and felt was particularly fitting for writing PR history.

Introductory Overview by Mordecai: History is what we in the present choose to remember of the past. That leads to a tendency to read history backward. Knowing how a particular story turned out, then how do we assess a person's record under the historical microscope? In the long run, were they right or wrong? These historical verdicts can be fluid and dynamic. For example, the retrospective views of Truman's and Eisenhower's presidencies have risen in the more recent historical evaluations than in the first few decades after they left the White House.

History cherry-picks what it tells us. Historians focus on narratives of what is now considered important, as opposed to the larger range of issues that were being dealt with at the time. We microscopically examine evidence (or even straws in the wind) in minute detail of matters that later turned out to be of great significance. This approach is sometimes called back-shadowing. We skip lightly over everything else. It's almost as though we deliberately omit and then forget what we don't consider important at the current moment. This historiographic approach conveys a false sense of inevitability to the events that eventually occurred and the lack of any other possible paths events could have taken.

In particular, by reading history backwards, we lose the benefit of a different perspective, namely of how things looked *at that time*. Given what a participant knew (or didn't know), were his or her decisions about as good as one could expect when looking over their shoulder decades later? Were their decisions understandable, systematic and as fact-based as possible? Were they, to use Simon's term, satisficing? Were they proceeding in a manner that was satisfactory and sufficient, albeit not perfect, because it was (and is) impossible to be 100% rational and have all the facts at hand? Lincoln is famously quoted as saying that his approach to decision-making was like that of a riverboat captain who navigated "point to point," of being limited what could be seen at that moment. Whatever might come around the bend politically and militarily was unknown and could only be dealt with after it came into sight. A revisionist history of the Holocaust was based on trying "to give the reader a sense of the contingent and chaotic course of what we know as history, but what was experienced at the time as a bewildering present and an uncertain future" (David Cesarini, *Final Solution: The Fate of the Jews 1933-1949* [2016] p. xxxix). It is this perspective that I recommend.

Given this methodological focus, secondary literature is tainted by later perspectives, the imperative for narrative coherence and histories built on the hindsight that authors had years or decades later. The contemporary sources I came to rely on were archives, official government publications and journalism. By using a triangulation approach, those three sources helped reconstruct events, sometimes on a day-to-day basis, even hour-by-hour in a few instances.

Regarding archives, sometimes sources are widely dispersed and are difficult to locate. Also archival holdings might be selective in terms of what is saved and what isn't (or what is donated and what isn't). Nonetheless, archives are an important part of the triangulation approach, particularly day-to-day office materials, such as memos, reports and phone conversations.

The second source was that of official federal documents, including formal presidential documents, Congressional hearing transcripts and auditors' reports. These can convey a vivid sense of the times. Legislative hearing transcripts give a kind of "you are there" feeling of being in the room as they were happening: what issues were pressing at the time, how unfolding events looked at that moment and the political thrust-and-parry minuet that occurs between the testifiers and committee members. At times, the issues being raised were institutional and reflected the inherent different perspectives of the executive and legislative branches. At other times they reflected political and ideological alliances and enmities or were about the "golden rule," namely that whoever controls the money controls the rules for spending it.

A third source was journalism. I realize that traditionally newspaper and magazine coverage is not viewed as a primary source of information. This, it seems to me, is a mistake. After all, coverage of events by the news media reflected how things looked at that time. Reporters had no way of knowing how the story would turn out eventually. This gives media coverage a fresh at-the-moment perspective. Also, while reporters and syndicated opinion columnists might not have had access to all relevant information, public officials often did not either. Everybody was satisficing. Sometimes major public figures were reacting to media coverage, making journalism more than merely a passive observer. Therefore an effort to see someone's work in the present tense is reflected in contemporaneous news coverage and commentary. Certainly journalism is not an original source in the sense that archival and official documents are, but reportage is not a secondary source either.

Generally, a secondary source would be a treatment that retrospectively investigates a subject matter, such as when the historian knows the rest of the story. This can distort a depiction of how things looked at the time, especially based on available information, politics and public opinion. Journalism (including commentary) can be a helpful primary source of information, even if not an original source. Similarly, personal memoirs (or edited diaries) could allegedly be treated as primary sources though, in a sense, they are secondary because they were written after events happened. While they can be helpful, they are subject to after-the-fact self-justification. Therefore, they need to be treated cautiously and with a certain amount of skepticism, in particular regarding controversial matters or the centrality of the teller to the events recounted.

Below are some sources from multiple disciplinary areas (in chronological order) discussing triangulation as a mainstream methodology for academic research.

File:

- Todd J. Dick, "Mixing Qualitative and Quantitative Methods: Triangulation in Action," *Administrative Science Quarterly* 24:4 (December 1979) 602-11.
- B. Guy Peters, "The Necessity and Difficulty of Comparison in Public Administration," *Asian Journal of Public Administration* 12:1 (June 1990) 3-28. See p. 5.

- Bas Arts and Piet Verschuren, "Assessing Political Influence in Complex Decision-making: An Instrument Based on Triangulation," *International Political Science Review* 20:4 (1999) 411-24.
- Eugene J. Webb, Donald T. Campbell, Richard D. Schwartz and Lee Sechrest, *Unobtrusive Measures*, rev. ed. (Thousand Oaks, CA: Sage, 2000).
- Chap. 14: Linda Costigan Lederman et al., "Using Qualitative and Quantitative Methods to Triangulate the Research Process: The Role of Communication in Perpetuating the Myth of Dangerous Drinking as the Norm on College Campuses," in Sandra L. Herdon and Gary L. Kreps (eds.), *Qualitative Research: Applications in Organizational Life*, 2nd ed. (Cresskill, NJ: Hampton, 2001).
- Chap. 16: Christian Erzberger and Udo Kelle, "Making Inferences in Mixed Methods: The Rules of Integration," in Abbas Tashakkori and Charles Teddlie (eds.), *Handbook of Mixed Methods in Social and Behavioral Research* (Thousand Oaks, CA: Sage, 2003).
- Lorraine Bayard de Volo and Edward Schatz, "From the Inside Out: Ethnographic Methods in Political Research," *PS: Political Science and Politics* 37:2 (April 2004) 267-71.
- Julie Wolfram Cox and John Hassard, "Triangulation in Organizational Research: A Re-Presentation," *Organization* 12:1 (June 2005) 109-33.
- Maria Oliver-Hoyo and DeeDee Allen, "The Use of Triangulation Methods in Qualitative Educational Research," *Journal of College Science Teaching* 35:4 (January-February 2006) 42-47.
- Peter S. Hlebowitsh, "Generational Ideas in Curriculum: A Historical Triangulation," *Curriculum Inquiry* 35:1 (2005) 73-87.
- Eric P. Jack and Amitabh S. Raturi, "Lessons Learned from Methodological Triangulation in Management Research," *Management Research News* 29:6 (2006) 345-57.
- Stuart J. Barnes and Richard T. Vidgen, "Data Triangulation and Web Quality Metrics: A Case Study in E-Government," *Information & Management* 43 (2006) 767-77.
- Uwe Flick, *An Introduction to Qualitative Research*, 3rd ed. (London: Sage, 2006).
- Sarah Pralle, *Branching Out, Digging In: Environmental Advocacy and Agenda Setting* (Washington, DC: Georgetown University Press, 2006).
- David E. McNabb, *Research Methods for Political Science: Quantitative and Qualitative Approaches*, 2nd ed. (Armonk, NY: M. E. Sharpe, 2010).
- Norma M. Riccucci, *Public Administration: Traditions of Inquiry and Philosophies of Knowledge* (Washington, DC: Georgetown University Press, 2010).
- Christine Daymon and Immy Holloway, *Qualitative Research Methods in Public Relations and Marketing Communications*, 2nd ed. (London: Routledge, 2011).
- Chap. 36: Laura L. Ellingson, "Analysis and Representation Across the Continuum," Norman K. Denzin and Yvonna S. Lincoln (eds.), *SAGE Handbook of Qualitative Research* (LA: Sage, 2011).
- David E. McNabb, *Research Methods in Public Administration and Nonprofit Management: Quantitative and Qualitative Approaches*, 3rd ed. (Armonk, NY: M. E. Sharpe, 2013).
- Sandra van Thiel, *Research Methods in Public Administration and Public Management: An Introduction* (London: Routledge, 2014).
- Robert F. Durant, "Taking Time Seriously: Progressivism, the Business-Social Science Nexus, and the Paradox on American Administrative Reform," *PS: Political Science* 47:1 (January 2014) 8-18.

- Jyoti Thottam, Review of *Gandhi Before India* by Ramachandra Guha, *NY Times Sunday Book Review*, May 11, 2014, 14.
- Michael Quinn Patton, *Qualitative Research & Evaluation Methods* (LA: Sage, 2015).
- B. Guy Peters, Tero Erkkilä and Patrick von Maravić, *Public Administration: Research Strategies, Concepts, and Methods* (NY: Routledge, 2016).

Addendum A

Bibliography of Mordecai Lee's

Writings on Government and NGO Public Relations

Books

1. *The First Presidential Communications Agency: FDR's Office of Government Reports* (Albany, NY: State University of New York Press, 2005). SUNY Series on the Presidency: Contemporary Issues.
2. *Institutionalizing Congress and the Presidency: The U.S. Bureau of Efficiency, 1916-1933* (College Station: Texas A&M University Press, 2006). Series on the Presidency and Leadership. Note: The Bureau maintained an information service for public inquiries.
3. *Bureaus of Efficiency: Reforming Local Government in the Progressive Era* (Milwaukee, WI: Marquette University Press, 2008). Volume 4 in Urban Life Series. Note: Some of these bureaus, especially those in the nonprofit/NGO sector, put major emphasis on publicity as a way to mobilize public support for good government reforms.
4. *Congress vs. the Bureaucracy: Muzzling Agency Public Relations* (Norman: University of Oklahoma Press, 2011).
5. *Promoting the War Effort: Robert Horton and Federal Propaganda, 1938-1946* (Baton Rouge: Louisiana State University Press, 2012). Series on Media and Public Affairs.
6. *The Philosopher-Lobbyist: John Dewey and the People's Lobby, 1928-1940* (Albany: State University of New York Press, 2015). Note: The People's Lobby was an NGO that put major emphasis on an active public relations program to mobilize public support for its policy proposals.

Book Editor

1. *Government Public Relations: A Reader* (Boca Raton, FL: CRC Press, 2008). Volume 136 in the Series on Public Administration and Public Policy. Also authored instructional aid: *Instructor's Manual for Government Public Relations: A Reader* (Boca Raton, FL: Auerbach/Taylor & Francis, 2008).
2. Co-editor with Grant Neeley and Kendra Stewart, *The Practice of Government Public Relations* (Boca Raton, FL: CRC Press, 2012). Part of the ASPA [American Society for Public Administration] Series on Public Administration and Public Policy.

Articles in Journals

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39. "Working for Goodwill: Journalist Lowell Mellett," *Traces of Indiana and Midwestern History* (quarterly of the Indiana Historical Society) 27:4 (Fall 2015) 46-55. Note: Mellett had been an advisor to President Franklin Roosevelt on public relations. That subject was covered in detail in Mordecai's 2005 book *The First Presidential Communications Agency*. This article serves as bookends to that book: it covers Mellett's journalism career before going to the White House and then his career as a syndicated editorial columnist afterwards. There is no significant overlap between this article and the book.
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- “FDR’s Forgotten Experiment: Communicating about the New Deal,” Peter G. Watson-Boone (ed.), *The Quest for Social Justice III: The Morris Fromkin Memorial Lectures, 1992-2002* (Milwaukee, WI: University of Wisconsin-Milwaukee Libraries, 2005) 305-54. Note: This chapter contains material not in his book *First Presidential Communications Agency*, specifically about (a) the link FDR saw between social justice and federal PR and (b) federal PR in the state of Wisconsin and the Milwaukee metropolitan area.
- 1. See the last subchapter of the chapter discussing federal PR in the state of Wisconsin and the Milwaukee metropolitan area.
- 2. “E-Reporting: Using Managing-for-Results Data to Strengthen Democratic Accountability,” John M. Kamensky and Al Morales (eds.), *Managing for Results 2005* (Lanham, MD: Rowman & Littlefield, 2005), chapter 4. Also available online as a monograph: http://www.businessofgovernment.org/sites/default/files/Lee_Report.pdf
- 3. “Globalization and Media Coverage of Public Administration,” Ali Farazmand and Jack Pinkowski (eds.), *Handbook of Globalization, Governance, and Public Administration* (Boca Raton, FL: CRC Press, 2007), chapter 8.
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- 7. “Government is Different: A History of Public Relations in American Public Administration,” Burton St. John III, Margot Opdycke Lamme and Jacquie L’Etang (eds.), *Pathways to Public Relations: Histories of Practice and Profession* (London: Routledge, 2014), chapter 7.
- 8. “E-Government and Public Relations: It’s the Message, Not the Medium,” Aroon Manoharan (ed.), *E-Government and Websites: A Public Solutions Handbook* (New York: Routledge, 2015), chapter 1.
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- 10. “The Practice of Public Affairs in Public Administration,” Phil Harris and Craig S. Fleisher (eds.), *SAGE Handbook of International Corporate and Public Affairs* (Thousand Oaks, CA: Sage, 2017), chapter 12.

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1. Public Relations in Public Administration
2. Media and Bureaucracy in the United States
3. Accountability: Public Reporting [in Public Administration]
4. Nonprofit Organizations: Public Relations

Minor Publications

1. “Government PR: Perspectives on the Pentagon,” *Maxwell Review* 9:2 (Spring 1973) 101-06.

2. "Restoring Public Relations to Public Administration Education," annual education supplement, *PA Times* (publication of the American Society for Public Administration [ASPA]) 22: 10 (October 1999) 8-9.
3. "Reporters and Bureaucrats: A Literature Review of International and Comparative Trends in Relations between the Media and Public Administration," *Political Communication Report* (joint bulletin of the Political Communication Section of the American Political Science Association and the Political Communication Division of the International Communication Association) 10:1 (Autumn 1999) 2-4.
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5. "Trends in Media Coverage of International Public Administration," *PA Times* 24:3 (March 2001) 7.
6. "Public Relations Problems are Real Problems in Public Administration," *PA Times* 24:5 (May 2001) 4.
7. "Administrators are from Jupiter, Reporters are from Mercury," *PA Times* 24:6 (June 2001) 7.
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11. "Skipping the Middle Man with a Governmental E-News Site: Public Administration, the Media and News Consumers," *PA Times* 30:11 (November 2007) 5.
12. "The Nine Commandments of Social Media in Public Administration: A Dual Generation Perspective," co-authored with Ethan Lee Elser, *PA Times* 33:3 (Summer 2010) 3.
13. "Public Reporting Builds Agency Accountability," *PA Times* 36:1 (January-March 2013) 2-3.

Conferences

1. Presentation: "Using Public Relations to Accomplish Administrative Goals: A Niche Analysis," skills workshop, 61st annual conference of the American Society for Public Administration (ASPA), April 2, 2000. San Diego, CA.
2. Convener and moderator: "Outside is as Important as Inside: Connecting Public Managers with Reporters and Opinion-Leading Citizens," 62nd annual ASPA conference, March 10-13, 2001, Newark, NJ.
3. Moderator and discussant: panel on "Generating Information for Impact," 30th annual conference of Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), November 28-December 1, 2001, Miami, FL.
4. Moderator and discussant: "Service Learning and Civic Engagement," 31st annual ARNOVA conference, November 13-16, 2002, Montreal, Canada.
5. Convener and presentation: "How Do Politicians View Nonprofit Lobbyists?" Colloquium at 32nd annual ARNOVA conference, November 19-22, 2003. Denver, CO.
6. Presentation: "'Why Can't a Woman be More Like a Man'? A Government Public Relations Perspective on Corporate Social Responsibility." Pre-conference panel on Corporate Social

Responsibility and Communication, 59th annual conference, International Communication Association (ICA), Chicago, IL, May 21, 2009.

Awards

1. *Congress vs. the Bureaucracy* was selected by the University of Oklahoma Press from its 2011 list for its annual Rothbaum Prize for “exceptional scholarship and writing on American politics and history,” \$3,000
2. Article “Public Reporting Builds Agency Accountability” *PA Times* (36:1 [January/February/March 2013] 2-3) received the annual George Frederickson Award from the American Society for Public Administration (ASPA) for best article in *PA Times* in 2013.

Addendum B

Bibliography of James McCamy's Writings on Government Public Relations

For those interested in government public relations, Mordecai wrote an article summarizing the contributions of the first two American scholars who studied government public relations: "Herman Beyle and James McCamy: Founders of the Study of Public Relations in Public Administration, 1928-1939," Symposium on the Founding of Public Administration, *Public Voices* 11:2 (2010) 26-46. See Series III, Subseries 18.

As mentioned in the brief biography of Mordecai Lee at the beginning of this Finding Aid, Mordecai attended the University of Wisconsin-Madison for his bachelor's degree in political science. During his senior year, his advisor was Political Science Professor James L. McCamy, who was interested in public administration and the practice of public relations in government. McCamy's 1939 book, *Government Publicity*, is considered the seminal research launching this field of scholarly study. As a result of their conversations, Mordecai became interested in pursuing graduate studies in public administration and, for his doctorate, specializing in government public relations.

Here is a bibliography of McCamy's writings on government public relations (in chronological order). Hard copies of most of them are in Series III, Subseries 18, File 2. File 4 of that subseries contains communications between McCamy and Mordecai in 1970-75.

1. *Governmental Reporting in Texas State Administration*, master's thesis in political science, University of Texas-Austin, 1932, unpublished.
2. *Government Publicity: Its Practice in Federal Administration* (Chicago: University of Chicago Press, 1939).
3. "Public Relations in Public Administration," Carleton B. Joeckel (ed.), *Current Issues in Library Administration: Papers Presented Before the Library Institute of the University of Chicago, August 1-12, 1938* (Chicago: University of Chicago Press, 1939) 301-21, 383.
4. "Variety in the Growth of Federal Publicity," *Public Opinion Quarterly* 3:2 (April 1939) 285-92.
5. "Measuring Federal Publicity," *Public Opinion Quarterly* 3:3 (July 1939) 473-75.
6. "Straw Polls and Public Administration," co-authored with Henry A. Wallace, *Public Opinion Quarterly* 4:2 (June 1940) 221-23.
7. "A Word to Personnel Administrators," *Personnel Administration* 4:5 (January 1942) 4-5.
8. *Government Publications for the Citizen*, with the assistance of Julia B. McCamy (New York: Columbia University Press, 1949).
9. "Reply to the Discussants," Lester Asheim (ed.), *A Forum on the Public Library Inquiry: The Conference at the University of Chicago Graduate Library School, August 8-13, 1949* (New York: Columbia University Press, 1950) 191-98.
10. "The Role of the Public and Congress" (Chapter 14), *The Administration of American Foreign Affairs* (New York: Alfred A. Knopf, 1950).
11. Section on public opinion and administrative publicity in "We Need More Personalized Administration," Felix A. Nigro (ed.), *Public Administration Readings and Documents* (New York: Rinehart, 1951) 474-77.

12. Book review of J.A.R. Pimlott, *Public Relations and American Democracy* (Princeton, NJ: Princeton University Press, 1951). In *American Political Science Review* 45:4 (December 1951) 1193-94.
13. "Public Opinion" (Chapter 20), *American Government* (New York: Harper and Brothers, 1957).
14. Discussion of Public Opinion (Chapter 12), *Instructor's Manual for Use with American Government* ((New York: Harper and Brothers, 1957), 44-47. The publisher distributed to professors using the textbook in their courses.
15. Section on propaganda (Section 7, Chapter 11), *Conduct of the New Diplomacy* (New York: Harper & Row, 1964).
16. "Administration and Public Opinion," Scott M. Cutlip (ed.), *Public Opinion and Public Administration: A Symposium Based on Papers Presented at the 1964 National Conference on Public Administration* (University [Tuscaloosa]: University of Alabama Bureau of Public Administration for the American Society for Public Administration, 1965) 3-9.
17. Book review of Donald C. Rowat (ed.), *The Ombudsman, Citizen's Defender* (Toronto: University of Toronto Press, 1965). In *Midwest Journal of Political Science* 11:2 (May 1967) 280-82.
18. "Politics and Propaganda" (Chapter 8), *The Quality of the Environment* (New York: Free Press, 1972).
19. "Government Publicity, 1972," guest lecture at the Maxwell School, Syracuse University, October 11, 1972, unpublished.