

Ad-Driven: Need to deliver big audiences to advertisers to generate high ad revenues; "mass appeal"	Diverse Funding Sources: While advg is increasing, other sources permit more diverse content; small audiences OK
Institution-Bound: Much traditional media are produced by large corps with centralized structure	Decentralized: Technology allows production & dissemination of news & info to be "grassroots efforts"
Fixed Format: Content is produced, disseminated &, depending on particular medium, relatively "fixed" in place & time	Flexible Format: Content is constantly changing, updated, corrected & revised. In addition, multimedia allows the integration of multiple forms of media in one service
News, Values, Journalistic Standards: Content produced & evaluated by conventional norms & ethics	Formative Standards: Norms & values obscure; content produced & evaluated on its own merit & credibility

More from The Freedom Forum at 415/281-0900.

HIRING RECENT GRADS? HERE'S WHAT THEY'RE LOOKING FOR

What employment benefits do graduating college students find most valuable? Nat'l Ass'n of Colleges & Employers' (NACE) Graduating Student & Alumni Survey says medical insurance & a 401(k) plan top the list of benefits.

<u>Benefit</u>	<u>Average Rating</u>	<u>Benefit</u>	<u>Average Rating</u>
Medical insurance	4.58	Flextime	3.45
401(k) retirement plan	4.10	Bonus/commission plan	3.43
Dental insurance	3.94	Stock options	3.32
Life insurance	3.94	Telecommuting	2.82
Annual salary increase	3.91	Casual dress policy	2.56
Tuition reimbursement	3.73	Planned social activities	2.56
Pension plan	3.72	On-site fitness center	2.55
More than 2 weeks vacation	3.55	Psych. counseling program	2.18
Family-friendly benefits	3.46	Company car	1.94

Benefits rated on a 1 (not at all important) to 5 (very important) scale.

Marilyn Mackes, exec dir, says '99 results are similar to '98. "The benefits rated highest both years are those with a specific dollar value."

WHO'S WHO IN PUBLIC RELATIONS

DIED. Jennie Jackson, 37, mgr of Jackson Jackson & Wagner's Albuquerque service office. She had survived to adulthood with cystic fibrosis, a genetic condition usually fatal in childhood.



GRASSROOTS CAMPAIGNS BACK, DECLARING WAR ON URBAN SPRAWL

Fighting urban sprawl is a local battle that's become a national issue. Polls show so many are concerned with sprawl that Al Gore has made it a focus of his presidential campaign -- & both parties are pushing the issue. EPA also announced a new program to combat it.

On local fronts, key battles are against big retailers. Grassroots org'ns have made this their symbolic action in controlling overdevelopment. "We can influence policy," Al Norman of Sprawl-Busters (Greenfield, Mass), told prr: "We either lead growth or follow it."

Norman helps communities organize to fight "megastores" like Wal-Mart, Home Depot & Rite Aid. The long-time political activist helped stop Wal-Mart from building in Greenfield in '93. Since then, his cause has been combating large-scale retail development. His Website -- www.sprawl-busters.com -- lists 86 communities which have successfully rejected or had withdrawn a megastore at least once. How new-era organizers do it:

3-STEP COMMUNITY ORGANIZING

First, he emphasizes setting a goal & developing strategies to get there.

"Once you understand the decision & put a timeline on it, you can organize."

1. **EDUCATE YOURSELF & THE COM'TY.** Find out where the com'ty is on the issue you're fighting. Look at your own group's strengths & weaknesses. What are your strong/vulnerable arguments? Do opposition research. "I know Wal-Mart's approach to com'ty relations & they know mine," says Norman.

■ **Important:** companies also know how to organize com'ty groups & have deeper pockets than grassroots groups. E.g. Norman says Wal-Mart organizes its own local groups of citizens, generates its own petitions, hosts its own com'ty meetings & places ads in local papers. It also has a regional pr rep attend com'ty group meetings.

■ **Once you know what message you want to convey** to your audience, boil it down to a simple description of the problem & possible solutions. Facts must be reduced to simple talking points.

2. **ACTIVATE.** Look locally for leadership for your cause. You want the people who are most committed, with no special interest affiliation. You don't want your opposition to attack you based on a person's affiliation.

■ **Important:** be articulate, able to communicate to groups & the media.

■ **Assemble a 12-person steering cmte** to lead your effort, with a chairperson, fundraising chair, media chair, experts in your area of concern, e.g. land-use or traffic. Maybe a polling expert or attorney.

3. **COORDINATE.** Raise money. Create events to generate media attention. Instigate a direct mail campaign. Get your point of view out front.

- **Remember: your campaign is on-going.** You can't take time off. "What happened yesterday doesn't mean anything. It's the small battles that lead up to the big win. You may have a bad day followed by another bad one -- but you have to keep going."

GENERATE EXCITEMENT, NOT BAKE SALES

Raising money & com'ty interest is key to the success of any

grassroots organization. Some suggestions:

- **Stay away from labor-intensive fundraisers,** like bake sales. Find the people negatively affected by impending development & ask them for money.
- **Use pyrotechnics to get attention.** Case: anti-Wal-Mart group in Greenfield built a visible symbol of the opposition -- a 4' x 6' wall. It was taken to local shopping centers & gathering places where people could sign it & address messages to Wal-Mart. Generated public awareness of the anti-Wal-Mart campaign as well as media attention.
- **Use humor to make people see the lighter side of the situation.** Case: Norman's suggestion to a New Mexico com'ty group to host a funeral celebrating the "death" of Wal-Mart's development in their town. He recommended sending a death certificate to the company's headquarters.

When is your effort a "win"? Sometimes the *battles* are won, not the war. After being defeated in Greenfield in '93, Wal-Mart is rumored to be coming back to town. "Everyone will say you don't have a chance," says Norman. "That's not necessarily true. Whatever the target, they're not infallible." (More from Norman, 413/772-6289; info@sprawl-busters.com)

MORONIC MANAGEMENT: \$\$ FOR ACTIVITIES & THINGS, NOT STAFF

Organization after organization demonstrates a thoughtless trend: willingness to pay lots for publications, videos, media campaigns, special events -- but not for the staff to implement them. Result:

- **Outsourcing,** where costs are often 2 to 3 times higher than having staff do the work -- much of which by its nature is unlikely to achieve the goals for the projects
- **Severe limits on face-to-face,** which is far more apt to succeed but requires professionals to design & operate -- even if most actual contacts are done by others (as they should be), tho their work units may need compensation for allowing time away to do the work
- **Huge travel costs** because small staffs end up as expensive circuit riders, when the same money would put some staffers in the area

Trend is seen particularly in employee engagement/com'n, community/constituency relations -- even relationship marketing.

13 PROS & CONS YOU SHOULD UNDERSTAND ABOUT NEW MEDIA

In a booklet released at the Freedom Forum's Seminar for Technology Educators, Kevin Kawamoto, ass't prof, Univ of Washington, presents the following comparison of traditional mass media vs. new media:

TRADITIONAL MASS MEDIA	NEW MEDIA
Geographically Constrained: Media geared to geographical markets or regional audience share; market-specific	Distance Insensitive: Media geared toward needs, wants & interests, regardless of physical location of the user; topic-specific
Hierarchical: News & info pass through a vertical hierarchy of gatekeeping & successive editing	Flattened: News & info have the potential to spread horizontally, from non-prof'ls to other non-prof'ls
Unidirectional: Dissemination of news & info is generally one-way, with restricted feedback mechanisms	Interactive: Feedback is immediate & often uncensored or modified; discussions & debate rather than editorials & opinions
Space/Time Constraints: Newspapers are limited by space; radio & tv by time	Less Space/Time Constraints: Info is stored digitally; hypertext allows large volumes of info to be "layered" one atop another
Prof'l Communicators: Trained journalists, reporters & "experts" tend to qualify as a traditional media personnel	Amateur/Non-Prof'l: Anyone with requisite resources can publish on the Web, even amateur & non-trained communicators
High Access Costs: Cost of starting a newspaper, radio or tv station is prohibitive for most people	Low access costs: Cost of electronically publishing/broadcasting on the Internet is much more affordable
General Interest: Many mainstream mass media target large audiences & thus offer broad coverage	Customized: With fewer space/time restraints & market concerns, new media can "narrowcast" in depth to personal interests
Linearity of Content: News & info are organized in logical, linear order; news hierarchy	Non-Linearity of Content: News & info linked by hypertext; navigate by interest & intuition not by logic
Feedback: Letters to editor, phone calls; slow, effort heavy, moderated & edited; time/space limited	Feedback: Electronic mail, posting to on-line discussion groups; comparatively simple & effortless; often unedited, unmoderated