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**MEN IN PUBLIC RELATIONS:
SAVING AN ENDANGERED SPECIES**

by
Nancy Bacher Long

A Thesis
Submitted to the
Department of Public Relations & Advertising

In partial fulfillment of the requirement

For the degree of

Master of Arts

At

Rowan University

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Thesis Chair: Suzanne Sparks FitzGerald, Ph.D.

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Dedication

To Andy who encourages me to soar and to Ethan and Maggie who keep me grounded.

Acknowledgements

To Cece Hinds, my first boss. This quintessential hard-charging, chain-smoking PR woman was one of many who paved the way for women in this field.

To Rita and Harry Sweeney who opened the door to me, and to Maryellen Royle and other colleagues without whom I could not have had the ride I did.

And to the few brave men who are unafraid to take a seat at the increasingly female PR table – and to the women who sit at the head of that table.

Thanks to the women and men who shared their insights about where the field has been, where it is today, and where it might go.

Abstract

Nancy Bacher Long
2010-11

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Master of Arts in Public Relations

It has been 25 years since the publication of *The Velvet Ghetto*, the seminal work on gender in public relations. Looking ahead, the study forecast a field that was “ghettoized” as the workforce became increasingly female. Has that been the case? Since the mid-eighties, women have solidified their hold at nearly all levels in the public relations industry. While the advancement of women is to be applauded, is this imbalance a good thing? The industry, to date, has ignored this trend. What strategies should be employed to make the field more diverse and balanced from a gender perspective? Now that PR is comprised of more than 80% women, and nearly 9 in 10 PR students are women, how does this affect salary, status, and scope? This research surveyed students, and interviewed students, agency presidents, and thought leaders in the field to answer these questions. Research found that the status of PR is high. While salaries are low at the entry level, they quickly rise to be competitive with many fields. However, gender imbalance is an issue that must be confronted. While in some ways we are in a “post-gender” era, failure to confront gender diversity – much like racial and ethnic diversity – is a failure in the higher education system, in the workplace, and among professional associations. On balance, students, senior management, and public relations thought leaders agree that it is time to confront this uncomfortable truth about the field and engage in proactive efforts to recruit men into public relations.

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CHAPTER 1

If women become the majority in public relations the practice will be typecast as women's work. It will lose what clout it now has as a management function and become a second-class occupation. In the process, gains made over 50 years to build and sustain the value of public relations will disappear, (Bates 1983, cited in Grunig et al., 2001).

Since the 1970s, women have changed the face of the college classroom and the corporate boardroom. According to the American Council on Education report, "Gender Equity in Higher Education: 2010," more than 55% of 2008 undergraduates were women. Of note, this number has remained fairly constant since 1996, (Fuller, 2010).

Over the last generation, there has been a corresponding influx of women into high-profile professions. According to the U.S. Department of Labor Statistics, in 2005 women comprised half of all those in management, professional, and related occupations. However, there was a great deal of variation within this statistic. For example, only 6% of mechanical engineers and 32% of physicians and surgeons were women. That is in contrast to the majority position that women held in the public relations field in the new millennium. As cited in Smith (2005), women comprised approximately 70% of public relations professionals in 2000, (PRSA Salary Survey, p. 23) and the numbers approach 85% today, (Garcia, 2010). Few professions have seen as rapid a shift in the male/female balance as communication, and specifically public relations. According to the seminal study of women in PR, *The Velvet Ghetto*, published by the International Association of Business Communicators (IABC) in 1986, "Women working in business communication show an increase that is wildly out of proportion – 44.56% of the U.S. workforce is female, but the proportion in business communication is over 70.56%," (Cline et al. 1986, p 1).

Those numbers have trended upward in the last 25 years. According to the most recent Public Relations Student Society of America (PRSSA) member survey quoted in the July 21,

2008 issue of *PR Week* magazine, 89% of current members are female. This is a far cry from 1949-52 when only 3.8% of new PRSA members were women, (cited in Cline, 1986). At Rowan University, in Glassboro N.J. the split is not quite as dramatic, with 85% of PRSSA members female and 15% male.

According to Grunig, Toth and Hon (2001), 70-80% of students in U.S. public relations classes are women. Again, Rowan University is consistent with that trend. More than 80% of undergraduate PR majors are women.

These student proportions align with employment data. Grunig, Reskin & Roos (1990) lists public relations as one of the occupations in the 1970s that showed a disproportionate increase in female workers when women were just beginning to get a toehold in professional careers.

A 1998 *Salon Magazine* article quotes data from The Bureau of Labor Statistics in which public relations is deemed one of the three fastest-growing industries in the United States. In the article, Glen Broom, a respected public relations researcher further states that the PR industry has doubled in size in the last 15 years. The irony is brought home by Richard Brandt, editor-in-chief of *Upside Magazine* who says, "I have also seen the profession increase its role, its influence and its importance very dramatically over the last couple of decades. And at the same time that's when a lot of women have gotten into it," (Brown, 1998, par. 7).

One might say that women's ability to "leapfrog" gender barriers is a good thing. However, that opinion is not universal.

According to Smith (2005), one of the few authors to address the questions of male/female imbalance in the industry, fewer than 10 major texts exist on this issue. The research that has been done has been conducted from a feminist perspective. Much of this

research focuses on pay disparities, discrimination, the inability of women to move beyond technical roles into managerial positions, and the oft-cited glass ceiling.

Parallel to the influx of women into the field, has been the focus on diversity in public relations. Several professional associations including The Public Relations Society of America (PRSA), The Council of Public Relations Firms, and the American Association of Advertising Agencies (AAAA) have robust programs designed to recruit African-Americans, Latinos, and other minorities into the field. With regard to gender diversity, there is a focus on women only. With the exception of a recent PRSA podcast from September, 2008, there has been virtually no discussion of the waning number of men entering the field. As follow-on to the podcast, Rochelle Ford, APR, former chair of the PRSA Diversity Committee was one of the few voices speaking about the importance of a diverse male/female workplace. Ford states:

As men in general are now a minority in public relations and just as affirmative action steps were once made to increase women in the profession, thoughtful actions must be made to increase the number of men in the profession. Without their contributions, requisite variety can't happen. While gender diversity is alluded to, there are no programs specifically designed to recruit men into the field, (Ford, 2008, p. 6).

To underscore the lack of attention to male diversity, a Google search of “diversity men PR” yields the question, “did you mean diversity women in PR?”

It is clear that public relations is increasingly becoming a feminized field. A 1993 PRSA monograph cited in Grunig et al., 2001, states that the shrinking number of males in the profession is one of the ten challenges to public relations in during the next decade. Despite that fact, a comprehensive literature search yielded only one 2005 study specifically focused on the gender imbalance in the field, “*A few good men: Gender balance in the Western Australia*

public relations industry,” by Greg Smith. This preliminary analysis focused primarily on the Australian PR field, but did provide a solid foundation for an exploration of the underlying factors contributing to the increase in women and decrease in men in the profession. According to Smith, “To date I can find no comprehensive study explaining the growing drift of women and decline of men in the public relations profession. It appears there is a need for current, original research,” (Smith, p. 3).

Problem Statement

What specifically is inhibiting men from pursuing a career in public relations? As cited in Sha & Toth (2005) there are currently more than 21,000 undergraduate public relations majors. As quoted in DiStasio, et. al (2009), the U.S. Bureau of Labor Statistics (2008) reports the projected growth rate is expected to be 18% for public relations specialists and 24% for public relations specialists by 2016.

An op-ed by Tom Martin of the College of Charleston published in the July 21, 2008 issue of *PR Week* posited that men “don’t perceive the monetary reward – or lack of same – that certain professions promise. Male college grads come out of the chute very competitive and they often equate ‘best’ with most financially rewarding.”

However, fears that the influx of women into the field would depress salaries appear not to have been borne out by facts. Lesly in a 1988 *Public Relations Review* article expressed fears that the rise of women in the field will result in a decrease in status and salary across the board. In the 20 years since this was published, it would appear that the stature of the field has increased – not decreased, and salary levels are growing on par with other professional fields.

According to the 2010 *PR Week* Salary Survey, the median salary overall for respondents was \$82,000, a slight decrease from 2009 median salary of \$86,000. The decrease

can largely be attributed to the massive worldwide economic collapse vs. any change in prestige in the field. According to the Bureau of Labor Statistics, median annual wages in May 2008 were \$80,220 for advertising and promotions managers vs. \$89,430 for public relations managers.

Hypothesis 1: It is expected that young men don't pursue a career in public relations because of its female domination, perceived low status and low financial reward.

I can't recall any recent replication of a study that explores the perceptions of current public relations majors (male and female) about gender differences in the public relations field, (Wilcox as quoted in Smith, 2005).

Hypothesis 2: It is expected that the migration of men away from the PR field will cause harm to the profession.

The sharp decline in the number of male undergraduates registering for public relations (PR) courses has created concern that public relations is becoming a "woman's field" and will experience a concomitant drop in salaries and prestige (Hunt & Thompson, 1987).

Procedures

To explore these two inter-related hypotheses, this researcher will conduct a paper-and-pencil survey of undergraduate communication students at Rowan University, a top-tier communication school in the Greater Philadelphia region. According to the Dean of the College of Communication, enrollment trends at the University as of fall, 2010 are as follows:

College of Communication Total Enrollment –1,289

Male/Female Breakdown – 692 (54%) female, 597 (46%) male

Radio/TV/Film – 429 – 154 (36%) female and 275 (64%) male

PR – 221 – 178 (80.5%) female and 43 (19.5%) male

Advertising – 154 – 88 (57%) female and 66 (43%) male

Communication Studies – 147 – 96 female (65%) and 51 (35%) male

Journalism – 137– 76 (55 %) female and 61 (45%) male

In addition, the researcher will conduct a snowball survey focused on the following audiences with a primary focus on Hypothesis 2:

- Presidents/managing directors of five of the top-ten public relations agencies in the Greater Philadelphia region as ranked by the *Philadelphia Business Journal* and/or *O'Dwyer PR* rankings, two well-respected sources of agency ranking data.
- CEO of the Council of Public Relations, members of the PRSA Diversity Committee, and national PR agency executives and thought leaders who have recently written trade journal articles on the issue of men in public relations.

Delimitations

This research will not focus on any college of communication other than Rowan. The agency perspective will not focus on agencies outside the Greater Philadelphia region. In addition, this research will not primarily address “glass-ceiling” or other potential issues of female workplace equity. While students in other communication disciplines will be surveyed, snowball surveys will not extend beyond public relations into the fields of advertising, journalism or radio/television/film. An in-depth look at feminist theory of PR, the unique female-based skill sets that previous research has linked to the rise of women in the field and discrimination in pay is not included in this study.

Purpose

This research can, in part, contribute to the conversation regarding how gender imbalance will affect both men and women entering the field. It can also point to future trends regarding gender and how it may affect the PR profession. The issue of male/female balance in the field continues to spur discussion. A recent PRSA survey cited in the Oct 4, 2010 issue of *PR Week* underscores the imbalance in this field in which nearly 85% of PR practitioners are women. There is little precedent for the seismic shift from male to female domination in a field. Traditionally female-dominated professions such as teaching, nursing, and childcare have seen little gender shifting in recent decades.

Despite the female majority, it must be noted that men continue to dominate management positions. The 2010 PRSA study cited that women continue to earn less than men, and 80% of top management is male. How do we entice more men to pursue public relations without abrogating the strides that women have made? And, how do we balance efforts to recruit entry level males with the need to continue mentoring management level women?

Has the domination of women had any effect on the field at large? In an era when public relations is increasingly “getting a seat” at the management table, has the influx of women had any discernable effect? According to Brenda Wrigley, chairwoman of the PR department at Syracuse University, quoted in the *PR Week*, “Any time a profession becomes feminized, salaries tend to become depressed and the status of the profession tends to go down,” (Garcia, 2010). Taking that one step further, Richard Brandt worries that the dominance of women in the industry may actually harm the prestige of public relations. “There have traditionally been industries throughout history where women have taken over and they become a ghetto – the pay

goes down, the respect for the industry goes down, and it's stigmatized," he explains. "Will that happen in public relations? To some extent I think it might." In a 2009 blog post, Peppercom CEO Steve Cody called the feminization of the field "unsettling and unhealthy" and warned that the large majority of female staffers at PR firms will scare off men.

Summary

Although there is an unmistakable trend of women's ascendancy in the field of PR, there is very little investigation as to why. Farmer & Waugh published one of the few studies on public relations undergraduates in their 1999 article on gender differences in public relations students' career attitudes. Some of Farmer & Waugh's work will be replicated in this study. The primary focus of their work was to examine male vs. female perceptions of gender issues. Key findings included the following statistically-significant differences between men and women: females expected to earn less starting out; to be promoted more slowly; and need to postpone having a family to advance their careers. What is perplexing is that if men expected to earn more and be promoted faster, what is the key barrier to entry to the field?

It would appear that the data do not support the link between the rise of women and a decline in compensation, which begs the question, is the domination of the field by women *really* scaring off men?

An exploration of gender imbalance in PR is critical from two key perspectives. The field of public relations is based upon its ability to counsel diverse publics. To best serve clients, is it beneficial to share demographic qualities such as age, ethnicity, education and gender? Can public relations counsel be effective if the employee base does not at least moderately represent the diverse publics with whom PR practitioners communicate? Rochelle Ford underscores this

point in *PR Tactics*, when she links the connection between diversity of team the diversity of solutions the team can create to solve organizational issues.

Secondly, will the marginalization of the field, referred to in *The Velvet Ghetto* be enhanced with the increasing gender imbalance in PR? Will PR's role as a valuable strategic counselor to business executives be compromised, and will other disciplines, e.g. advertising, digital, and business consultancies chip away at the core activities performed by public relations practitioners?

It has been 25 years since *The Velvet Ghetto* was published. Since then, women have solidified their hold at nearly all levels in the public relations industry. While the advancement of women is to be applauded, is this imbalance a good thing? The industry, to date, has ignored this trend. What strategies should be employed to make the field more diverse and balanced from a gender perspective?

To move the field forward to a rebalance of gender, opinion, and true diversity, it is instructive to delve more deeply into the literature surrounding gender diversity in public relations classrooms and boardrooms.

Terminology

Unless otherwise noted, all definitions come from wikipedia.org

Blog post – A blog (a contraction of the term "web log") is a type of website, usually maintained by an individual with regular entries of commentary, descriptions of events, or other material such as graphics or video. Entries are commonly displayed in reverse-chronological order.

Feminization – The term feminization has been used to describe a shift in gender roles and sex roles in a society, group, or organization towards a focus upon the feminine. This is the opposite of a cultural focus upon masculinity.

Gender imbalance – In anthropology and demography, the human sex ratio is the sex ratio for homo sapiens (i.e., the ratio of males to females in a population). Like most sexual species, the sex ratio is approximately 1:1.

Glass ceiling – In economics the term refers to situations where the advancement of a qualified person within the hierarchy of an organization is stopped at a lower level because of some form of discrimination, most commonly sexism or racism.

Sex segregation – Is the separation of people according to their gender. The pejorative term gender apartheid (or sexual apartheid) has been applied to segregation of people by gender, implying that it is sexual discrimination.

CHAPTER 2

Introduction

“Increasing our understanding of students’ perceptions of work, life and gender issues in public relations is not only relevant, but even critical to the survival of our field,” (Sha, 2005 p. 99).

While substantial research has been conducted on the role of women in the field of public relations, including Aldoory, Cline, Grunig, Hon and Toth, there has been virtually no academic work that explains the current predominance of women in the field and the effect this may have on the field as a whole.

Prior work has detailed gender discrepancies in hiring, salaries, roles, promotion and career satisfaction. However, no work has focused on the underlying factors as to why there are so many women – and specifically so few men – in PR. The only academic work to date (Smith, 2005) raises the question that it is time to study men, specifically the way that gender imbalance affects both men and women.

Smith (2005) could find no comprehensive academic study explaining the rise of women and retreat of men from the profession. He notes that while statistical evidence is available showing the imbalance of women vs. men both academically and professionally, it is usually approached from feminist perspectives – pay disparities, gender inequality, discrimination, and management issues.

As outlined by Aldoory (2002), the most publicized professional studies that examine gender differences in the field include: *The Velvet Ghetto* (Cline et al, 1986); *Beyond the Velvet Ghetto* (Toth & Cline, 1989); a special issue of *Public Relations Review* (L.A. Grunig, 1988) on women in PR; and a compilation of the literature on how gender influences public relations

practice published in *Women in Public Relations* (L.A. Grunig, Toth & Hon, 2001). The most recent of these is ten years old.

However, amidst all of this work, one question remains unanswered: Why are gender discrepancies so enduring in the field, especially when the field is dominated by women? This research will attempt to shed light on why men are not choosing a public relations career and examine ways in which the field can recapture an appropriate gender balance.

Women in Management

Occupational Segregation

In perhaps the most often-cited work on gender imbalance in public relations, *The Velvet Ghetto*, one female Midwestern public relations practitioner states, “I’m afraid of the feminization of public relations because I’m afraid of any profession becoming known as a female profession. Then it always has less status and money involved.” Another focus group participant said, “You still think of nurses as being women, you still think of secondary teachers as being heavily women. So to me there’s still that stigma that if a particular profession or career is primarily women, then for whatever reason it’s a lesser type of career,” (Cline et al, 1986, Chapter VIII, p. 13).

As per Grunig et al, (p. 5) studies of women entering other fields such as law or medicine and accounting show gender-based inequities. “Students or beginning practitioners aspiring to managerial positions need to understand how feminization of the field will affect them, whether they are male or female.”

Increasingly in the U.S., women are moving into managerial roles – A report by the U.S. Labor Department cited in Grunig showed that from 1985 – 1995 women went from one-third to nearly half (48%) of managerial and executive jobs, (p. 88). However as cited in *The Velvet*

Ghetto, women comprised a much higher proportion of the business communication workforce vs. the labor market in general.

Today, the trends of women moving into business are increasing. A March 2010 Catalyst Report cites that in 2009, women made up 46.7% of the labor force and 51.4% of managerial, professional, and related positions, (Bureau of Labor Statistics, Current Population Survey: Employed persons by detailed occupation, sex, race, and Hispanic or Latino ethnicity," (2010). For the 2007-2008 academic year, women made up 46.9% of law school students (American Bar Association, "First Year and Total J.D. Enrollment by Gender 1947-2008," (2009). This report further cites that in 2009, women comprised 32.4% of all lawyers, 45.7% of all associates and 19.2% of all partners. Women are also making significant inroads into business, earning 36.3% of MBAs in 2008-2009, (The Association to Advance Collegiate Schools of Business, unpublished data (2010).

As noted in Aldoory (2002), women move into different occupations at differing rates rather than into all occupations generally. She suggests that employers (men) permit women to enter fields that are no longer of interest to men or because women are assumed to have specific characteristics that make them better at tasks. Men move on the most high status and lucrative occupations, leaving openings behind in certain occupations for women.

Men working in traditionally female occupations challenge common expectations of masculinity, notes Williams (1999). Most men studied by Williams in social work, education, nursing, and library science worked very hard to differentiate themselves from women and femininity. She noted that gender differences can survive occupational integration. Because occupational segregation historically has been a guaranteed means used by men to maintain their

masculinity, the prospect of job integration threatens men because it challenges their automatic claims to privilege that they have been socialized to desire.

Salaries

Pfeffer and Davis-Blake (1987) have documented an inverse relationship between the proportion of women in a given field and the salaries of both men and women in that field, (cited in Grunig). A recent research report by Economist Kent Gilbreath and detailed by the National Association of Colleges and Employers, presents data illustrating gender differences in the starting salaries of college graduates with different majors, as well as data on the way in which gender differences have changed between 1998 and 2008. As noted in Table 1, of all of the majors he surveyed, males have higher starting salaries 63% of the time; women have higher starting salaries in the remaining 37%.

TABLE 1: Number of Majors Starting Salaries- 2008

Number of Majors Starting Salaries- 2008	#	%
Majors where males starting salaries are higher	43	63
Majors where females starting salaries are higher	25	37

Source: Salary Survey, 1998 & 2008: National Association of Colleges and Employers

When noted by major, there are some interesting trends in the communication field. Table 2 details communication graduates by major; net differences (far right column), when positive, reflect how much more money men are making than women and, when negative, reflect how much more money women are making than men.

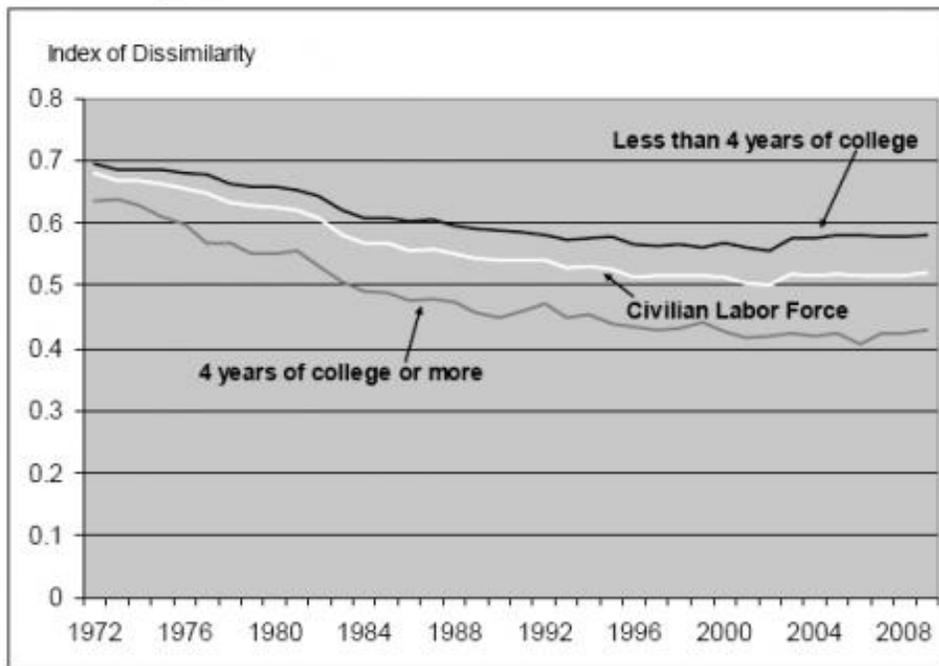
TABLE 2: Average Salary Growth Rate by Major

Field	Avg. Growth Rate Male	Avg. Growth Rate Female	Avg. Annual Growth Men vs. Women
Advertising	1.11%	4.16%	-3.05
Broadcast Journalism	4.26	1.38	2.88
Communications	2.84	3.36	-0.52
Journalism	4.51	2.74	1.77
Public Relations	6.43	2.75	3.68

SOURCE: <http://thesocietypages.org/socimages/2010/02/23/gender-change-and-starting-salaries-of-college-graduates/>

Of note, despite the fact that public relations is heavily skewed toward women, the growth rate for men is cited as higher. This could, potentially, be due to efforts needed to begin to rebalance the industry. Conversely, advertising which is currently balanced at about 50/50 male/female shows a higher growth rate for women.

A report by the Institute for Women's Policy Research, updated in 2009, reports that about four in ten women and men work in jobs that are 75% female and male respectively, (Segregation by Sex 1972-2008). The report notes that full-time women workers earn 80.2% of what full-time men workers earn. They conclude that one of the primary reasons that women earn less is job segregation by sex. Jobs themselves are gendered, such that women have a tendency to enter feminized occupations and men have a tendency to enter masculinized occupations. Could the increase of women in public relations be a "snowball effect"? Once women reached a majority in the field, did men begin to shun this feminized profession?



SOURCE: <http://thesocietypages.org/socimages/2010/05/02/job-segregation-by-sex-1972-2008/>

FIGURE 1: Trends in Occupational Segregation of Men and Women Age 25 to 64: The Index of Dissimilarity 1972 -2009

Table 3 above shows how this has changed over time. The y axis is an “Index of Dissimilarity.” A score of one indicates complete segregation and a score of zero means that the job is 50/50 male and female. The white line, labeled “civilian labor force” shows that, overall, sex segregation has been going down over time. It also shows that most of the decrease occurred in the 70s and 80s. The lines above and below the white line show that sex segregation correlates with education level. People who have at least a bachelor’s degree are in less sex segregated jobs, while people who did not attend or finish college tend to be in more segregated

jobs. This means that as sex segregation at work contributes to a wage gap, it is more extreme for working class people than for others.

What is of note in this chart is that public relations is running completely counter-trend. Sex segregation is not going down – it is increasing. And public relations practitioners, who do have a bachelor's degree, are in one of the most highly sex-segregated professions.

However, as Guiniven (2007) points out, “Just because a field offers opportunities for women does not mean it withholds them from men. How does public relations, specifically, treat women vs. men as the gender balance has changed?”

The Shifting Gender Balance in Public Relations

From 1948 to 1952 only 3.8% of new members admitted to PRSA were women, (Cline). The U.S. Census showed an increase in women in public relations of 263.6% from 1950 – 1960, (Smith). Smith quotes Lukovitz (1989) who reports that women were only 27% of the public relations industry in 1970 and were just over half – 56.6% in 1987. According to the U.S. Department of Labor (Aldoory, p. 104), women made up less than 44% of the public relations field in 1979, (U.S. Department of Labor Statistics 1980, p. 174).

Reskin and Roos (1990) listed PR as one of the occupations in the 1970s to show a “disproportionate” increase in female workers “during a decade in which their advancement into most male occupations was modest at best,” (p. 6).

As noted in *The Velvet Ghetto*, (chapter IV pp. 1-2) PRSA created a Committee on the Status of Women in 1975. At that time PRSA cooperated with Catalyst – the noted human resources consulting firm – on a career book that underscores how difficult it was for women to obtain equal access into the field. The study concluded that, “The best opportunities for women

in corporate PR have been traditionally in industries closely associated with women's interests. Women were not welcomed with open arms in business and finance – even when they were well qualified.”

At a 1982 PRSA NY meeting, Harold Burson worried about the flood of women into public relations. If it continues, he said, “It will be regarded as a ‘woman’s job’ and if that happens it’s going to be like nursing or teaching. PR is not going to be regarded as a top management function,” (Cline, p. 3, O’Dwyers Newsletter, Feb. 12, 1982). His concern didn’t end there. At the PRSA 2000 world conference both Harold Burson and Dan Edelman expressed concern that the vast majority of people entering the field were women, (Miller, 2002).

Grunig also points to some of the historical gender shifts in management. In 1996, women only accounted for 37% of managers in marketing, advertising and public relations although they comprised 62% of all public relations specialists in the country (U.S. Bureau of the Census, 1997) (Grunig, p. 252).

There are many theories as to why women have advanced, summarized by Donato in 1990: affirmative action requirements, the gender specific demand for women, women as a better buy, female-intensive industries, fields offering flexible hours, a gender ideology that favored women’s social skills over men’s.

While ensuring women’s access into the workplace is generally seen as a positive development over the past 50 years, this seismic shift in gender composition raises significant concerns about the industry. The questions raised by Burson were echoed by Bates in 1983 who feared that the gains made in public relations – as a well-respected occupation – would be lost if it was dominated by women. Per Lesly (Grunig p. 35) “The impact of a largely feminine public relations field will have such consequences as creating the image of public relations as a “soft”

rather than “heavy-hitting” top management function, lowering professional aspirations because women want functional (meaning technical) rather than policy making roles and lowered income levels because fields that become “female” experience such a loss, (Lesly p. 5).

In Grunig’s research, men participating in focus groups noted the change in gender composition. They “spoke somewhat longingly about the good old days and the perks and authority that were no longer a part of their jobs,” (p. 289). And they showed declines in overall job satisfaction.

While the downward pressure on pay in a feminized field is of concern, Grunig cites three major issues – beyond pay – that accompany the increase of women in the field:

- Credibility/prestige or legitimacy – the relative empowerment of the field
- Encroachment – when someone without training or experience in public relations is assigned to the top position, (Dozier, 1988 and Lesly 1988)
- Sublimation– in which PR reports to another organizational function such as marketing or legal, (p. 171)

From personal experience, this researcher has seen substantial encroachment and sublimation in Fortune 500 companies in the past decade. Until now, this was not linked to the male/female composition in the field. One potential explanation for encroachment was offered by a focus group member in Grunig’s research who said that encroachment by lawyers and CFOs is happening “because public relations people lacked a bottom-line background,” (p. 319).

Aldoory posits that although (or perhaps *because*) the public relations profession is almost 70% women, men are often favored for hiring, higher salaries, and promotion to management positions., (p.1). In her 2002 study, she conducted surveys and focus groups and found that the consensus was, “We hire mostly women because that’s what we see,” (p. 113).

Several participants believed that organizations sought out male hires to counterbalance the number of women entering the profession saying, “I think even the women want more guys.” Some females said the focus of change should not be hiring more men but on addressing male promotions over females. Interestingly, Aldoory’s study documents gender discrepancies in hiring, promotions and salary at a time when the public relations field is predominately women, whereas previous studies found discrimination when the field was still predominantly men or males and females were equally represented.

Aldoory further notes that as the number of men decrease throughout the profession, attempts to recruit and retain them become stronger. These stronger attempts lead to favoritism toward males in terms of salaries, promotions and benefits. Because there are so few men, they are selected for management positions. Said one focus group member, “I even get the feeling that when there are men who do come in the agency that they’re sort of plucked, focused on, and groomed for those managerial positions,” (p. 120).

Salaries in Public Relations

Many have demonstrated a salary gap between men and women in public relations. Some believe the gap is due to sexism and female bias. Alternatively, Reskin & Roos (1990) concluded that 30-45% of the salary gap between men and women can be attributed to occupational segregation, (p. 46). However, James Hutton of Fairleigh Dickinson University has recently challenged that conclusion. In his 2004 paper he points out that there is not a single comprehensive study on the topic of salary discrimination against women in public relations. His conclusion, based on a detailed analysis of studies and surveys is that no gender-based salary discrimination exists, and it has not existed since the mid-1990s. The magnitude of the salary gap was articulated in an IABC Profile/85 study fielded in 1984 which was distributed to 2,200

randomly selected IABC members in the U.S. and Canada. It documented mean salaries of women vs. men by gender and major, (Cline, Chapter VII p. 8).

TABLE 3: Salary Gap by Major

Major	Men	Women	Ratio
Business	70.0	30.0	.43
Communication	38.1	27.5	.72
Journalism	40.5	30.3	.75
Public Relations	45.6	19.2	.42

As noted in Table 3, the male/female wage gap was most pronounced in public relations, but interestingly followed closely by business. Perhaps of more interest is the salary gap among professions, where men in business could earn 50% more than those in public relations. Cline noted in the mid-eighties that men were leaving public relations for other professions, or clustering in those highly-masculine, more highly paid areas of the field,” (chapter X p. 2).

As Grunig posits, typically when there is an influx of women into a traditional male field, both compensation and prestige is affected. The field also risks sublimation to a related discipline, (p. 7). In a 2007 article in *PR Tactics*, John Guiniven also reflects on data that shows a salary drop if an occupation is tabbed a “woman’s profession.” He concludes that women who have fought to overcome discrimination in public relations – and who want to retain the competitive salary structure –have a vested interest in welcoming male practitioners.

However public relations salaries have not declined although women’s earnings remain below men’s (*PR Week Opinion Survey 2002*). Based on the 2010 *PR Week Salary Survey*, public relations salaries measure up quite well to other industries and in the country at large. The median salary reported in *PR Week* was \$82,000, a slight decrease from last year's median salary of \$86,000. According to the latest U.S. Census Bureau tables (2008,

http://www.census.gov/hhes/www/cpstables/032009/rDCALL/1_001.htm) the median American income is \$50,303 and the mean is \$68,424.

In an analysis of popular salary comparison sites, such as salary.com, the public relations industry also fares well. Below is a snapshot of 2010 salary projections:

Advertising Account Executive: \$86,492 (median)

Public Relations Specialist \$81,377 (median)

(<http://www1.salary.com/Account-Executive-Sr-Advertising-Salary.html>)

A contrary opinion is offered by DiStasio who summarizes a study by Weaver-Lariscy et al. that reported that men “saw greater gender salary equity, equal opportunity for advancement, and do not fear lower salaries emerging as women enter the field, ” (1996). She further observes that if public relations continues on its current growth trajectory it will see double-digit growth through 2016.

So how do we ensure students – especially male students - are prepared to take advantage of this anticipated growth?

There seems to be little interest in cultivating men into this industry. That is of particular concern in an industry that is based upon its ability to communicate with diverse publics. In the 2006 Focus on Diversity Report, done by the PR Coalition, four populations stood out as needing diversity initiatives – racial/ethnic minorities, women, disabled individuals, and the LGBT community. One in five of those surveyed for the report did not include women, but the need for racial/ethnic diversity was included by more than 90%. Other groups mentioned included senior citizens and religious minorities. As a group comprising less than 25% of the public relations industry, what about men? Shouldn't they be a specific minority group that should be recruited in order to enhance the diversity of the field?

Where are the Men?

Grunig concludes that to enhance the public relations field and “work the system” women must attract men back into public relations. All of the women studied in her focus groups were concerned about maintaining gender balance. “If the profession is feminized, we’re going to pay the price – the women in the managerial ranks will get lower salaries,” (p 325). As documented in Grunig’s research, per one focus group member, “We come in all too often, soft and fuzzy stuff. If all that is true and there is an implied lack of credibility of women to men, then how on earth do we strengthen public relations? That’s what’s worrisome,” (p. 317).

There is some (but not much) conversation online about this issue. A 2008 blog post by David Mullen notes that although the marketing industry is rightfully focused on the lack of diversity and implementing programs to raise the numbers of minorities, no one has talked about gender diversity. More women are obtaining leadership roles, but there is no discussion on the dwindling number of men entering the field. The online conversation continues with several participants. A few comments include: “I don’t think that it’s beneficial to have a work group that doesn’t at least moderately represent the diverse publics we are communicating with.” Other bloggers commented, “Male dominated business schools vs. female dominated communication schools look at communication differently.” “Men want to see immediate results – the goal the touchdown; in PR immediate results do not always happen.”

As the number of men decreases throughout the profession and attempts to recruit and retain them become stronger, it is leading to favoritism for males in salary promotion and benefits, (Aldoory, p. 124). She comments that the societal position that men are more valued than women devalues women in public relations and devalues the field as a whole, (p. 125). As noted by Tom Martin, in his 2008 *PR Week* Op-Ed, “A Few Good Men,” to best serve the

audience/clients we need to understand them and it helps if we share their demographic qualities – age, ethnicity, education and gender.

Men vs. Women in the Public Relations Classroom

As noted by Tom Martin, the most recent PRSSA member survey revealed that 89% of their current members are female based on more than 1,100 responses out of their 9,600 members at 284 academic institutions. Today's college classroom is comprised of mostly women. According to the 2010 Gender in Higher Education report, women comprise 57% of undergraduate and 60% of graduate enrollment in U.S. colleges and universities. The trends in public relations are even stronger.

Per Grunig, Toth & Hon, 70-80% of students in U.S. college PR classes are women. However, there has been a dearth of research into this male/female imbalance in undergraduate public relations curriculum.

In one of the few studies of public relations students' attitudes toward the profession, DeRosa & Wilcox (1989) concluded that, "Female students are just as serious minded and management oriented as their male counterparts," (p. 238) – which contradicts the findings from *The Velvet Ghetto*. Other findings include: male students expressed a relative lack of confidence in female managers, and women were more likely to agree that they would have to postpone having a family in order to advance in their careers. They also reported that after five years men expected a significantly higher salary than women.

The other well regarded study is Farmer & Waugh (1999). They fielded a two-page survey in 1997, completed by 430 students at 17 schools in the U.S. The study concluded that female students expected to earn less, be promoted more slowly, and postpone family. Other results of note include:

- Males expected higher starting salary, faster promotion, and a faster move into management.
- There was no statistically significant difference in male vs. female desire to serve as counsel to top management.
- There was, however, a statistically significant difference on technical questions. Women wanted to make media contacts, plan and implement special events, handle correspondence and implement decisions made by others more so than men.
- And only 32% of women said they'd advance at the same rate as men.

Farmer & Waugh's study supports DeRosa in showing that women are just as serious minded and interested in management. The salary data conclusions by Farmer & Waugh ran counter to DeRosa regarding higher salary. In 1999, 40% of females disagreed or strongly disagreed that women advance at the same rate as men. Data also showed that 32% of females agreed and 37.8% of males agreed (p. 242) that men are promoted faster and move into management more quickly.

An interesting report was presented at the annual meeting of the Association for Education in Journalism and Mass Communication which sheds additional – current – light on the communication field in general and the public relations field specifically. The Annual Surveys of Journalism & Mass Communication showed:

- Male undergraduate journalism and mass communication students in 2002 were one-and-a-half times more likely to pick newspaper journalism and one-and-a-half times more likely to pick broadcast journalism as their major than were female undergraduate journalism and mass communication majors.

- Female graduates were less likely to have sought media jobs on graduation than men and much more likely to have sought work in public relations.

These findings come from two surveys conducted annually at the University of Georgia. The first is a census of journalism and mass communication programs across the country. The second is a survey based on a probability sample of graduates of those programs.

Data from the enrollment survey, reported in *Journalism & Mass Communication Educator*, show that in fall 2002 women made up the majority of the 194,500 students enrolled in bachelor's, master's and doctoral programs in the nation's 463 journalism and mass communication programs. In the 2001-02 academic year, women received 64.6% of the 42,060 bachelor's degrees granted by these programs.

Based on data from the 2002 graduates:

- Women were more likely to have sought jobs in public relations. Overall, a quarter of the graduates sought jobs with a public relations agency. Of the women, 29.2% sought a public relations agency job; of the men, only 20.2% sought such a job. The same was true in terms of public relations jobs within companies. A quarter of the graduates sought such jobs, but it was 31.2% of the women and only 18.8% of the men.
- A quarter of the graduates sought jobs in an advertising agency, but women and men sought these jobs equally. Fewer than one in five sought jobs in an advertising department of a company, but again, women and men sought the jobs equally.
- Female students in 2002 – and in all recent years – were more likely to have studied public relations. Male students were more likely to have studied

newspaper or broadcast journalism. Women were at least as likely as men to have studied magazine journalism. Women and men also were equally likely to have studied advertising.

Women in 2002 were twice as likely to have had a public relations internship as men (28.1% vs. 14.6%) and less likely to have had a newspaper, television or radio internship. As Sha concluded in her 2005 study, little has been done to research public relations students' perceptions about the workforce. Sha's findings suggest that educating public relations students about gender challenges in the field most start in undergraduate years and include ways to overcome these challenges. While this conclusion may have been geared toward women, it is even more appropriate for men in 2010.

It is interesting to note that even *within* the public relations field students characterize PR specialties by gender. A 2005 survey conducted by Andsager of 113 students revealed that more than half of specialty areas were rated as female oriented, and students agreed that male oriented sectors were higher paying. Despite that, female students were still more likely to choose female oriented specialties. Males however were far more likely to choose a male oriented area than a female one.

While some feminist theorizing about public relations posits that the profession is inherently feminine in nature because of its purposes, practices, and attributes (Hon 1995), this was not the case in Andsager's research. Beauty/fashion were the most female oriented specialties and sports was the most male. Only one – international – was neutral. While male oriented specialties, overall, had higher salaries, gender orientation was of comparatively low importance of the 12 attributes given in considering a future position, (p. 88).

For decades, there has been a call to incorporate education about work life balance and gender equity into the undergraduate curriculum – but what about educating young men about the potential of the field? “If students today are already hesitant about gender issues, they may expect less of their employers and the contribution that public relations can make to society,” (Sha, p. 98). She continues, “We would add much to the education of future public relations professionals by demystifying the workplace for them and by showing how much it has changed to include diverse employees, (p. 99).

These findings are a wakeup call that to change the future of this increasingly feminized field, public relations needs to develop educational tools for use in the classroom that paints a picture of the industry as relevant, financially competitive, and gender-balanced.

One strategy for gender balance, advanced by Mullen is for public relations departments to tie themselves more closely to business schools. It would have two effects he concludes – prepare their outgoing students much better for the jobs they will actually have upon graduation and foster more gender balance in the outgoing PR student body.

Overcoming Barriers to Men Entering PR

Aldoory challenges that the cry for “more men” is as if only they can bring the missing elements into the practice. “The societal position is that men are more valued than women devalues public relations women, and devalues the field as a whole.” But is the field inherently female? As Smith notes, Chater and Gaster (1995) believe that women are well suited to the changing business climate in the field of public relations. And in an increasingly information-based society, with a renewed focus on ethical practice, and increased pressures to engage in negotiation only draw upon those skills more heavily. “Our survival will depend on our ability to communicate, negotiate, work with emotions, and create solutions to ever changing problems

and opportunities. The playing field is moving in the direction of feminine values, so what the game now needs are the skills that women can bring to it, ” (Chater & Gaster 1995 p. 10, quoted in Smith, 2005).

In a field that is now unquestionably dominated by women, Guiniven quotes Dr. Dean Kruckeberg, APR, professor at Northern Iowa University, “If any one group, including men, is underrepresented in a field, the profession arguably is diminished because of a lack of diversity.” He also quotes the director of public relations for the March of Dimes in North Carolina who says, “I don’t think of public relations as a woman’s profession. Men might because they’re not used to being in the minority. But they’d be foolish to avoid going into public relations just because the playing field has evened out.”

The path to getting more men interested in public relations begins in college. “Schools should consider adding the politically incorrect step of activities geared toward male public relations students. Guiniven suggests a companion group to the well-regarded Women in Communication (WIC) – Men in Communication.

Are we at a point today where we can call men a “minority” in the field of public relations? What steps are appropriate to ensure that we cultivate a diverse group of practitioners that can meet the needs of a diverse group of stakeholders?

This research will explore the reasons why undergraduate men choose the field of public relations and will also examine how men (and women) in a college of communication view PR vs. other majors. It will also look at agency hiring patterns to determine if men are applying for jobs, and what the agency leadership sees as the key methods to entice men into the field.

In order to elicit perspectives from the classroom and the workplace, research will be conducted with students and senior managers in public relations agencies. In addition to

quantitative data from men and women in four different majors, two focus groups will elicit qualitative data related to their studies, their perceptions of the field and potential barriers to entering the field. The professionals, many of whom have more than 25 years experience, will provide an excellent picture of today's gender dynamics but will also be able to reflect on the changes that have occurred since the *Velvet Ghetto* was first published.

CHAPTER 3

This research will explore underlying factors as to why there are so many women and so few men in public relations and what effect this imbalance has on the field. The topic will be explored from both an undergraduate and workplace perspective. This research will attempt to shed light on how PR is viewed by undergraduate communication majors and determine what factors may influence men to choose (or not choose) a public relations career.

Using quantitative and qualitative methods this researcher will explore the factors important in choosing – or not choosing– to study public relations at the undergraduate level and will also examine why men in schools of communication choose other majors in lieu of PR. It will also look at agency hiring patterns to determine if men are applying for jobs, what the agency leadership sees as the key methods to entice men into the field, and what effect this imbalance has on the practice of PR.

The student focus will be on male and female undergraduate communication students from Rowan University majoring in one of four areas: Public Relations; Advertising; Journalism and Broadcast Journalism (Radio/TV Film). Students will be given a paper-and-pencil or online survey. In addition two PR student focus groups with 6 participants each will be conducted.

To assess workplace trends, one-on-one interviews will be conducted with agency management and public relations thought leaders to inform the gender imbalance issue from a “real world” perspective.

The student research will focus on Hypothesis 1:

It is expected that young men don't pursue a career in public relations because of its female domination, perceived low status and low financial reward.

The workplace research will focus on Hypothesis 2:

It is expected that the migration of men away from the PR field will cause harm to the profession.

Type of Data Needed/Research Methods

The researcher will collect quantitative data from students some of which will replicate data gathered by Farmer & Waugh (1999) and Toth & Sha (2005). The survey will primarily focus on closed-ended questions. Qualitative student data will be collected from students via two focus panels with 4-6 participants each. Qualitative workplace data will be elicited from 45-minute one-on-one interviews with agency and industry leaders. When possible, interviews will be conducted in person. When not feasible, telephone interviews will be conducted.

Sample Selection and Size/Data Collection Methods

This researcher will conduct a paper-and-pencil survey of undergraduate communication students at Rowan University, a top-tier communication school in the Greater Philadelphia region. The researcher will use a convenience sample of male and female students in each of the four core disciplines. An effort will be made to recruit an equivalent number of male/female participants per concentration and overall. At least 10% of current male enrollment with an equal number of women will be surveyed. However, men in the public relations department will be oversampled as this is the focus of the research and because of the low overall enrollment numbers. The objective will be to survey a minimum of one-third of males in PR.

	<u>Objective</u>	<u>Actual</u>
Radio/TV/Film –	17 women; 17 men = 34	12 women; 12 men = 24
PR –	22 women; 22 men = 44	24 women; 22 men = 46
Advertising –	15 women; 15 men = 30	25 women; 17 men = 42
Journalism –	13 women; 13 men = 16	11 women; 5 men = 16

In addition, the researcher will conduct one-on-one interviews focused on the following audiences with a primary focus on Hypothesis 2:

Presidents/managing directors of five of the top-ten public relations agencies in the Greater Philadelphia region as ranked by the *Philadelphia Business Journal* and/or *O'Dwyer PR* rankings, and/or by number of employees. Agencies to be solicited for participation are:

- Tierney: Mary Stengel Austin, president
- Tonic Life Communications: Maryellen Royle, president
- Gregory FCA: Greg Matusky, president
- Anne Klein Communications: Anne Klein, president
- Jack Horner Associates: Jack Horner, president

The researcher will also interview the following:

- Kathy Cripps, CEO of the Council of Public Relations
- At least one current members of the PRSA Diversity Committee leadership
 - o Anne Katherine Dean, Chair, Natalie T.J. Tindall, Vice Chair, Marisa Vallbona, , Board Liaison, or Rochelle Ford

The researcher will interview at least two public relations leaders who have recently written trade journal articles on the issue of men in public relations.

- John Guiniven, associate professor, James Madison University
- Tom Martin, Executive-in-Residence, Department of Communication, The College of Charleston Trustee
- Steve Cody, managing partner, Peppercom

Finally, it is expected that interview subjects may recommend other executives for interviews. A maximum of three additional interviews may be conducted with national thought leaders.

Data Analysis Methods

The researcher will distribute a minimum of 124 quantitative surveys to communication majors at Rowan with approximately 50% completed by men and no fewer than 20 completed by male PR majors. Surveys will be pre-tested with three undergraduate communication majors at Drexel University in Philadelphia. Some of the questions in the survey are adapted from prior research done by Farmer & Waugh and Toth & Sha. While this data cannot be deemed a replication of their work, it will point to directional trends in students' attitudes that may merit further research.

Two focus groups will be conducted with a minimum of six PR students per session. At least two of the participants in each session must be male. The focus group discussion guide will be pre-tested with a group of three Drexel PR students.

Study Structure

Content of the questionnaire was adapted from prior research and was informed by recent publications and posting on the issue of men in public relations. Specific areas to explore include:

- The relative role of gender imbalance in career choice
- The effect of gender imbalance on salary
- The status of public relations vs. other communication disciplines

The one-on-one interviews will explore:

- Trends in staffing, recruitment, hires and promotions of men vs. women

- Perceived role of gender imbalance on salary, promotion, opportunities for senior management
- What – if any – effect female imbalance has on prestige of the field
- What, if any, specific efforts are being conducted address the lack of men in the field
- Are men seen as a minority in the field of PR, eligible for the same diversity initiatives as African-Americans? Should they be?
- What – if any – role does the male/female imbalance in the field have on:
 - o Empowerment
 - o Encroachment
 - o Sublimation

Data Analysis

The research will be conducted using a convenience sample of communication students at Rowan University. Subjects will be matched for gender and major. Most subjects will be upperclassmen as they have declared a major. The quantitative data will be analyzed using SPSS (The Statistical Package for Social Sciences). The qualitative data will be audio-taped and summarized by the researcher. Content will be carefully reviewed to uncover common themes, which will be reflected in the results summary.

Instruments

A 15-question student survey using a five-point Likert scale, true/false, and two open-ended questions will be completed by at least 124 subjects. The discussion guide used for the focus groups and one-on-one interviews will complement the survey content and include an exploration of Grunig's key themes of empowerment, encroachment and sublimation.

CHAPTER 4

General Findings

Data show that men are not overall concerned about female domination in the field. In addition, women are more focused on salary levels and promotions than men. Data show that the status of the field is high, and has not diminished. However, despite these trends, PR executives still report they have difficulty recruiting men into public relations.

Demographics

A total of 128 students from the Rowan University College of Communication were surveyed January – March 2011. The paper-and-pencil surveys were tabulated using SPSS programming.

As seen in Figure 2 the majority of respondents were 21-24 years old.

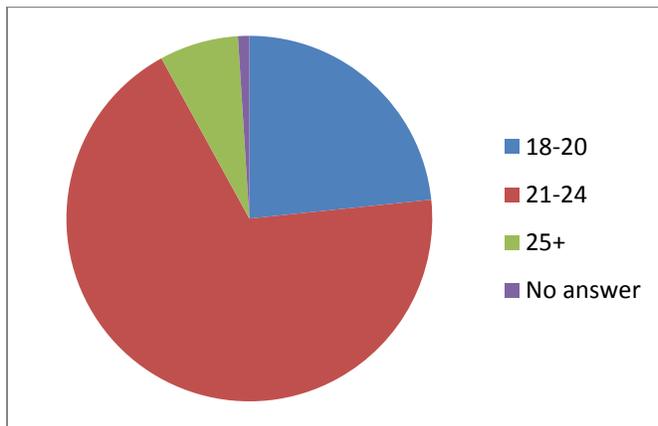


Figure 2: Respondents' age

As seen Figure 3 nearly one-half of respondents were seniors and fewer than 15% were underclassmen.

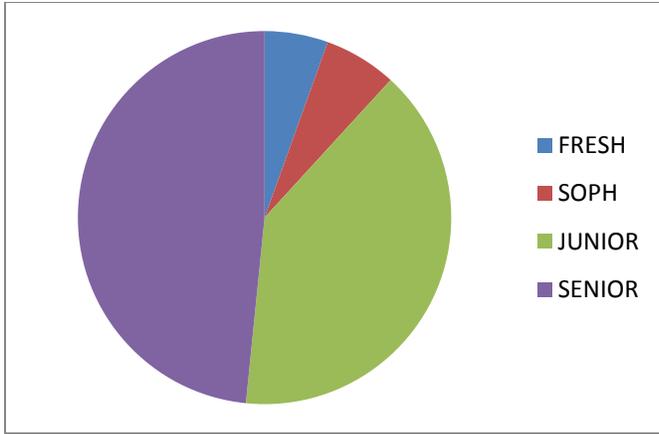


Figure 3: Year in school

Figure 4 shows that more than one-third of respondents were PR majors, with nearly as many advertising majors. The remainder was split between journalism and radio/television/film (RTF).

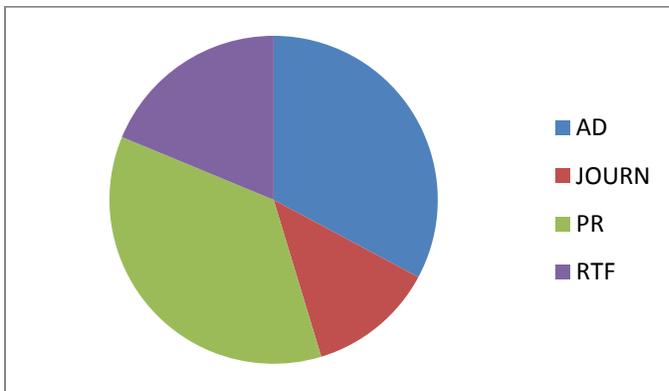


Figure 4: Respondents by major

As seen in Figure 5 there was an effort to survey an equal number of male and females by major with the exception of PR. As the major comprises more than 80% women, and the focus of the study is men in PR, men were oversampled to get a balance between male and female PR respondents.

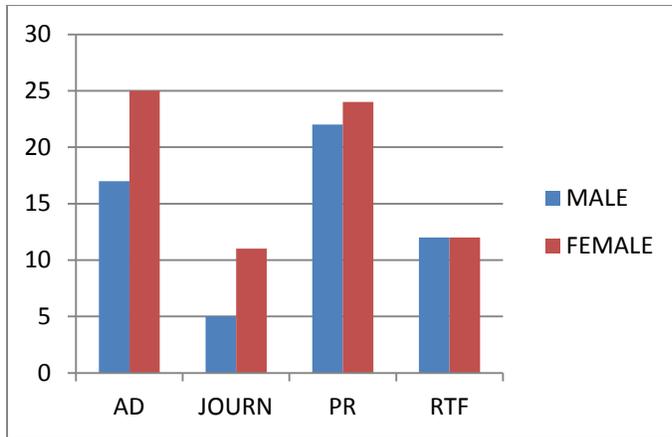


Figure 5: Gender by major (number of respondents)

Hypothesis 1:

It is expected that young men don't pursue a career in public relations because of its female domination, perceived low status and low financial reward.

Quantitative Data: Female Domination

As seen in Figure 6, most PR respondents said that classes comprise mostly women. Figure 7 shows that men cited the unequal gender balance to be a good thing whereas most women said it didn't matter.

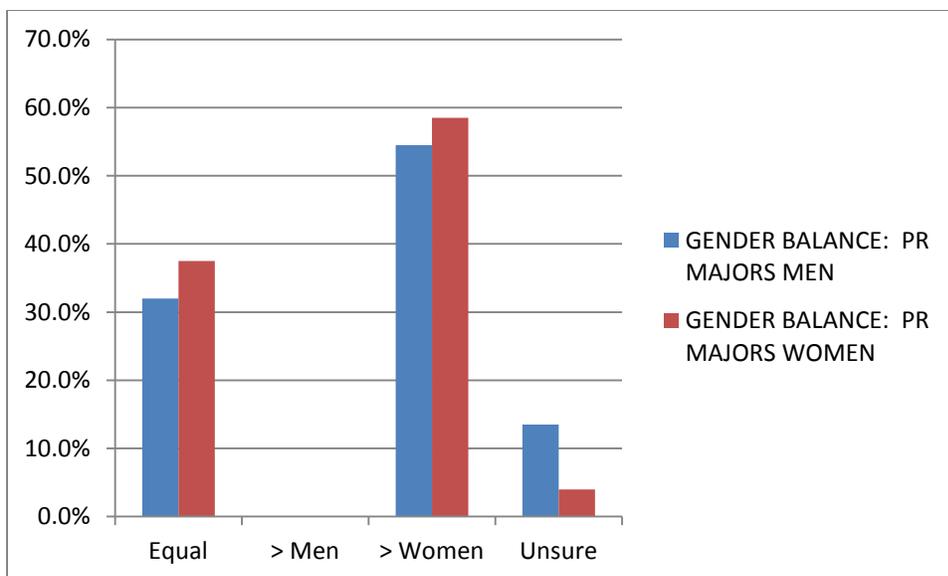


Figure 6: Gender balance in classes

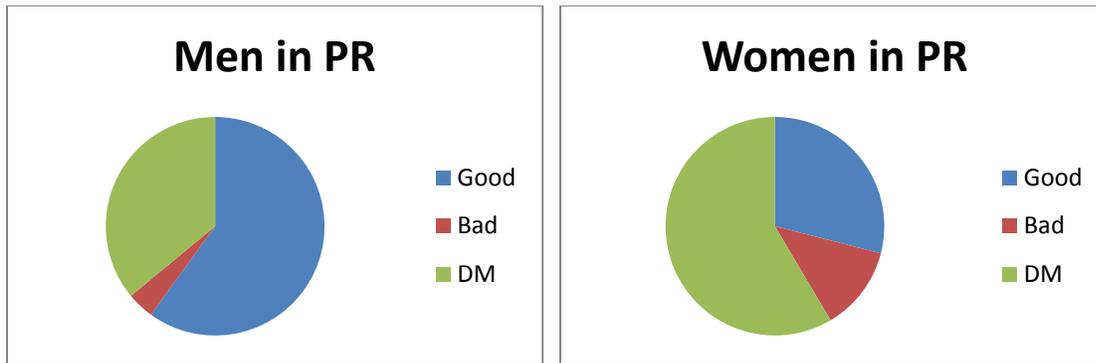


Figure 7: Gender balance in PR classes

Only a small portion of respondents felt they had sufficient education regarding gender challenges in their field of study. Figure 8 shows that while the majority was neutral, responses skewed to the “disagree” side regarding education.

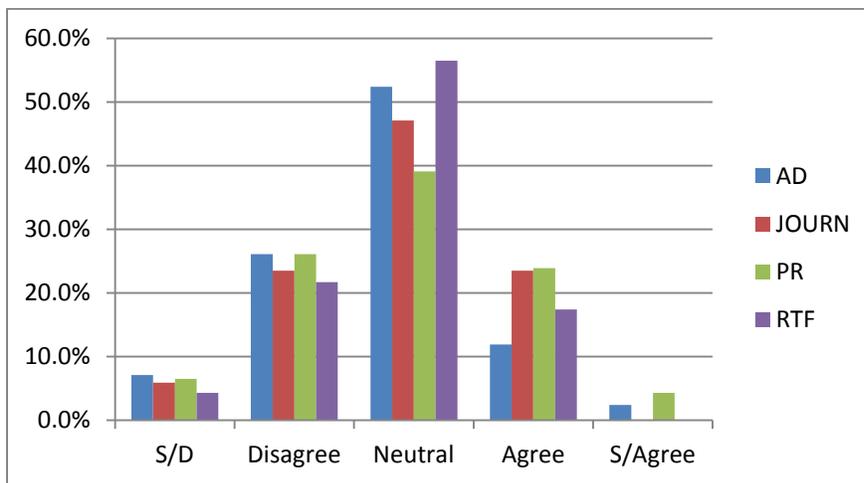


Figure 8: Sufficient education regarding gender challenges

As seen in Figure 9, more than one-third of male PR majors vs. 21% of women agree or strongly agree that they have had sufficient education regarding gender challenges. However only 9% of PR men vs. 21% of women strongly agree. More than 40% of women vs. 23% of men strongly disagree or disagree.

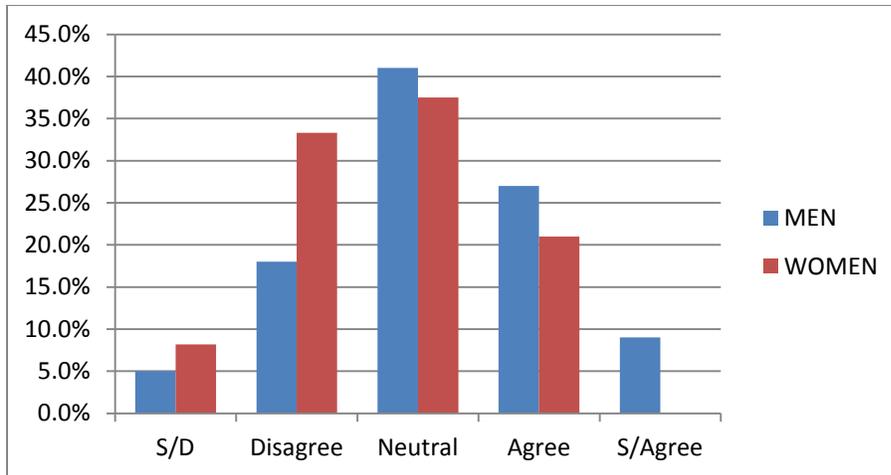


Figure 9: Sufficient education on gender challenges in PR

As seen in Figure 10, no PR majors responded that the male/female balance in the field was very important and only 9% of PR majors cited it as somewhat important. This was equal between men and women. This data is consistent with advertising and RTF majors at 10% and 9% respectively. Journalism is the outlier with 30% saying it is very important.

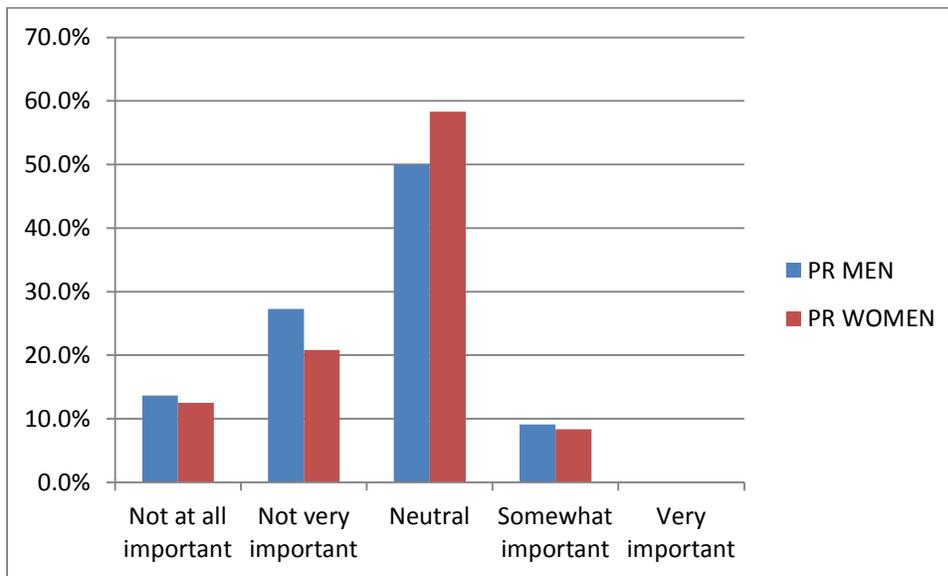


Figure 10: The importance of male/female balance in the Field: PR majors only

A small percent of PR majors (Figure 11) stated that the male/female balance in managerial roles is very important (7%). As seen in Figure 12, the numbers are heavily skewed female – they comprised all of the “very important” responses (13%). No men said it was very important. The majority (50%) of ad and PR majors was neutral; the highest response for journalism and RTF was “not at all important.”

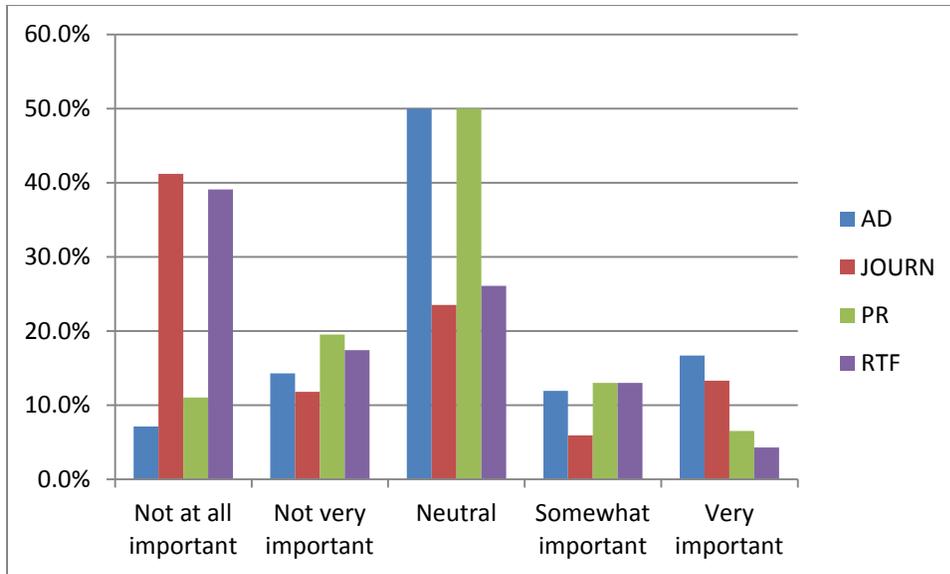


Figure 11: The importance of male/female balance in managerial roles

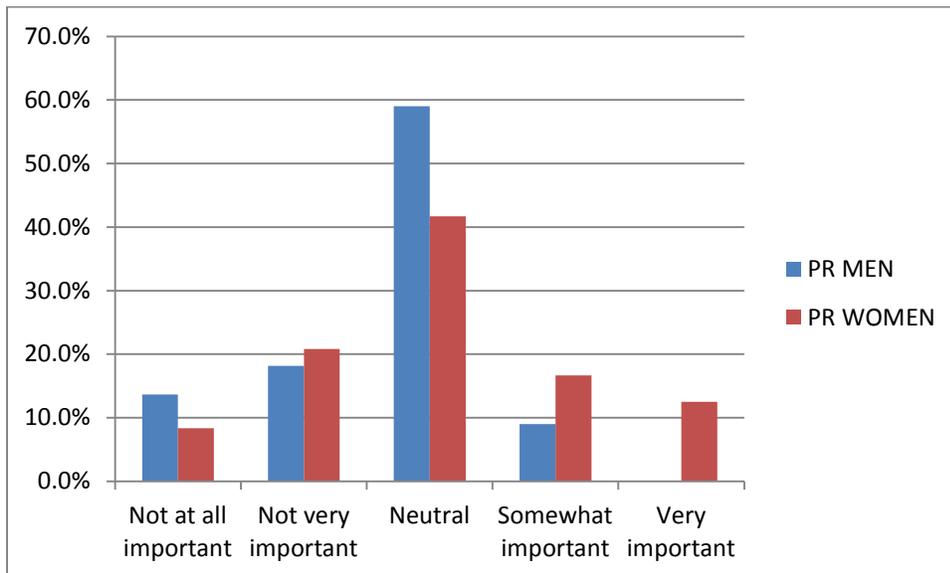


Figure 12: The importance of male/female balance in managerial roles

Across the board, as seen in Figure 13, the overall male/female ratio in the field of choice was not important to PR majors vs. other majors, with none citing it as “very important.” Within PR, male and female responded consistently.

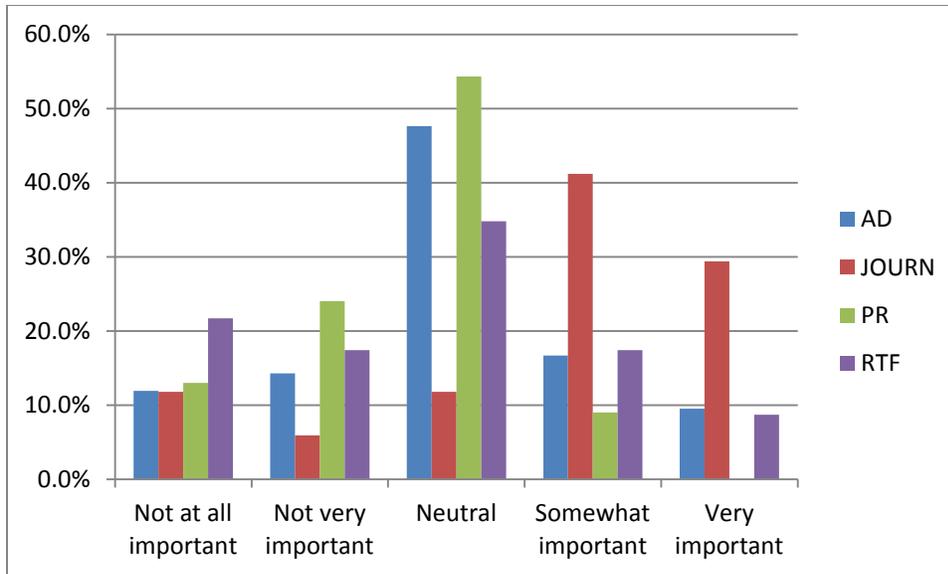


Figure 13: Male/female balance in the field

As seen in Figure 14, the majority of respondents from all majors correctly ranked the PR profession as having a majority of women.

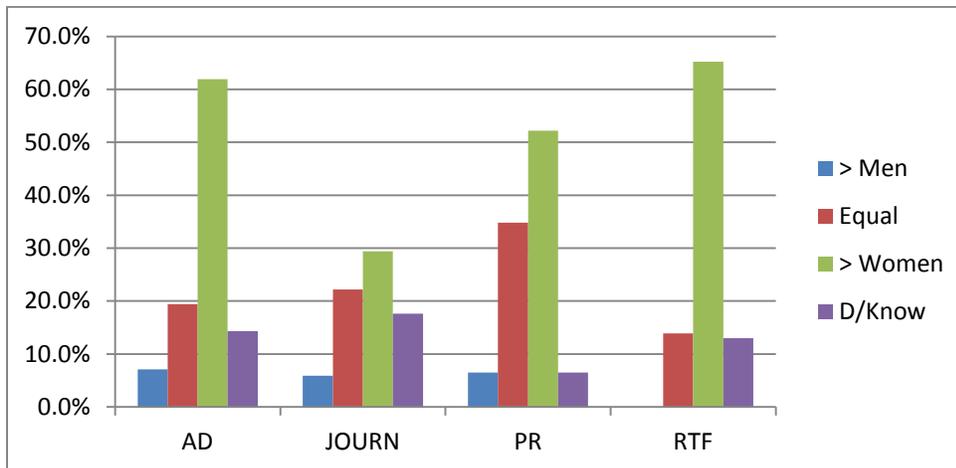


Figure 14: Gender balance in PR

However, as Figure 15 shows, men seem more attuned to this discrepancy with two-thirds of men vs. fewer than half of women acknowledging the female majority and twice as many women vs. men said the ratio was equal.

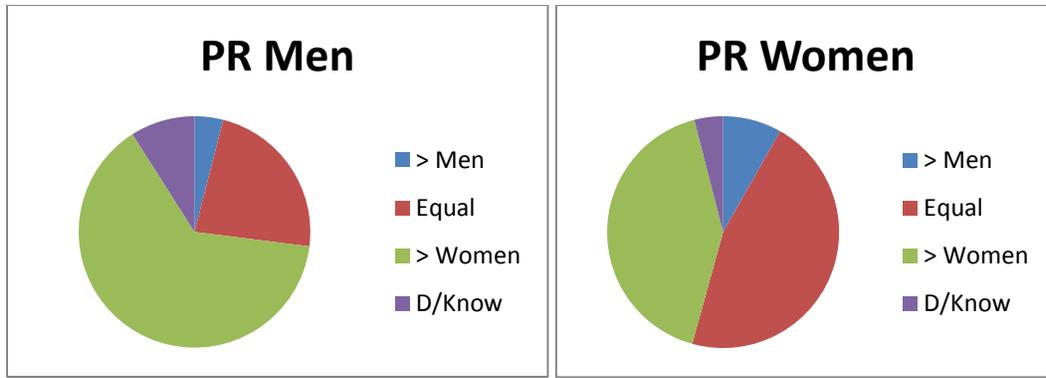


Figure 15: Gender balance in PR

The importance of male vs. female leadership in respondents' field of study was ranked low across the board. Figure 16 shows that those citing it as "very important" hovered around the 10% mark. However, PR outpaced the other three majors with more than 30% ranking it "somewhat important."

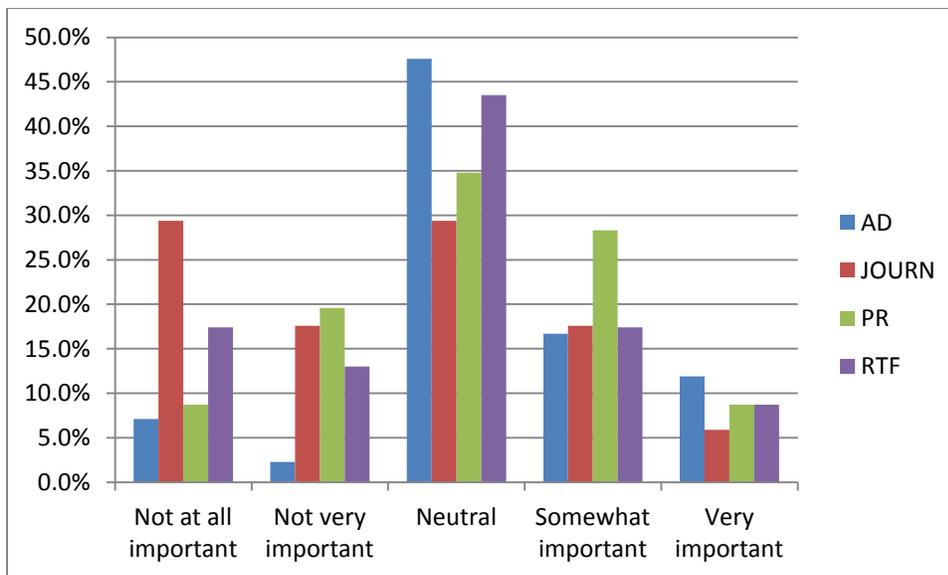


Figure 16: Importance of male/female leadership

Within PR, there was a marked male/female discrepancy in responses regarding leadership. Figure 17 shows that no men responded "very important" vs. 17% of women. And, women were one-third more likely than men to respond "somewhat important."

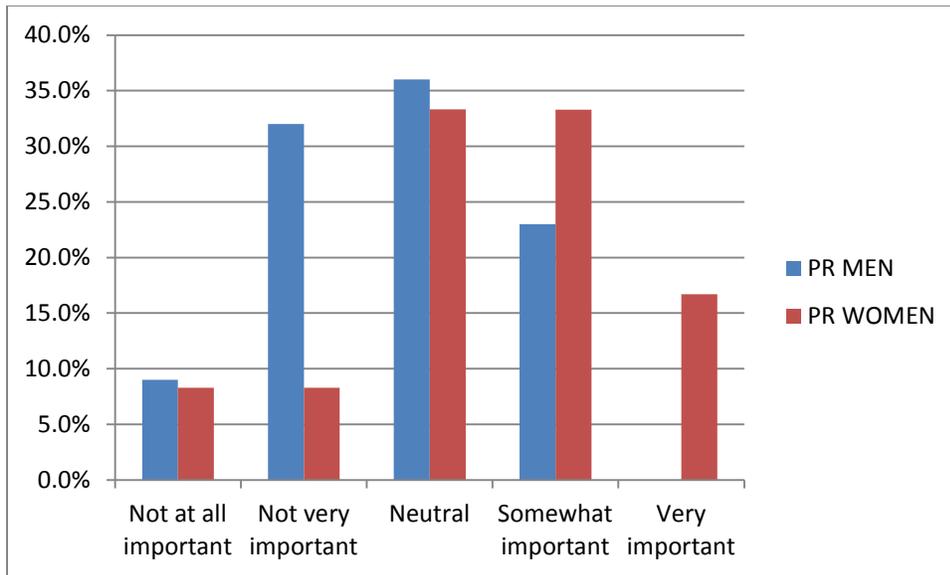


Figure 17: Importance of male/female leadership

Figure 18 shows that within the PR field, respondents' perception of males vs. females in leadership roles was nearly evenly divided among PR majors, whereas the largest cohort of ad and RTF major respondents said that leadership was more female-dominated and the largest cohort of journalism majors didn't know.

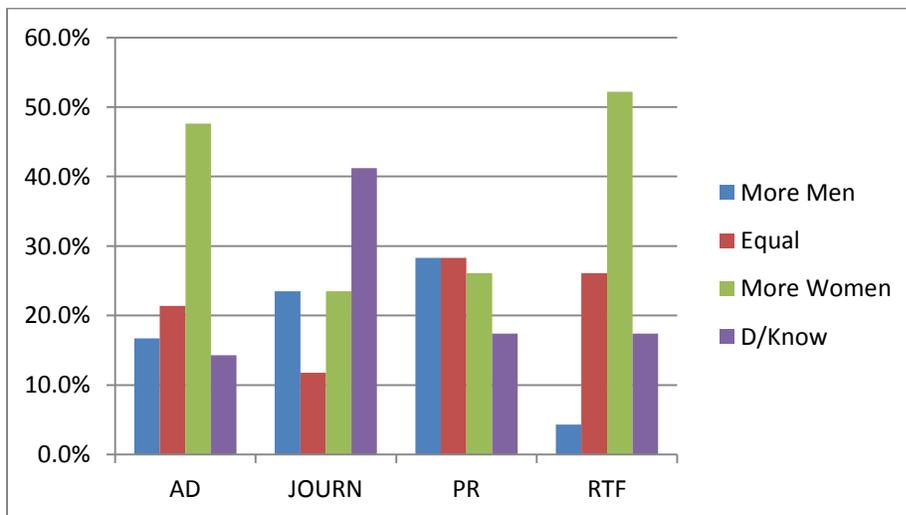


Figure 18: Perception of leadership in PR

However, as Figure 19 shows, male PR majors were more likely to respond that males comprised the majority in leadership ranks vs. women who responded that women were in the leadership majority.

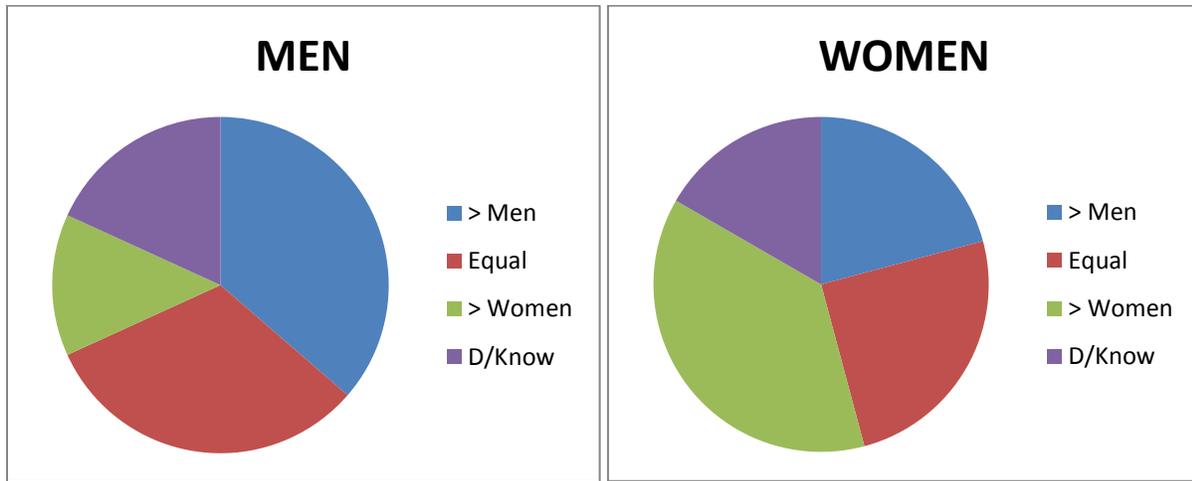


Figure 19: Leadership in PR by men and women in PR

One-on-One Interviews: Female Domination

A former CEO of a top five multi-national firm told the story of an account executive who looked at the room full of women, which included the CEO, the head of the New York office and the entire account team. He said, “I can’t get ahead in this profession.” “That took me up short,” she said. “I realized we were operating in a female enclave and something had to be done.”

Another agency leader said that she feels that all female environments have made PR an unwelcoming place for males. “If men don’t see people like them it is not welcoming. How welcoming is it when the halls are filled with women?” However, one HR director for a top agency said, “I have not, for the most part, felt men were intimidated by the number of women.

On a few occasions, men have asked for a male mentor or expressed, as one SVP said, it's nice to have another guy around.”

“Women in general are the majority of U.S. undergraduates, and are found in even greater proportions in the humanities and English – that may explain why they are over indexed in PR,” said one agency CEO. “The training ground has become increasingly female, so in some ways it should be no surprise that the field is becoming increasingly female.” One professor noted, “When I taught at Elon some classes had no men. Some women said they felt like they were going to an all women’s college.” “Interestingly,” he noted, “Rochester Institute of Technology is 80 percent male. They started a communication program to attract more women.”

“Young women entering the field have the reputation of being girly-girls. Not since “Days of Wine and Roses” has there been a solid portrayal of men in PR. Almost always it is women – young, white who are party planners and are lightweight,” said one male agency president. “While this is not necessarily true it becomes a self-perpetuating myth. Do men want to join a field with this kind of woman?” asked a female president.

Many noted that they get twice as many female applicants to male applicants for open positions. As one CEO said, “Young men in the field say it’s not the field for a red blooded hetero guy. Maybe there is a correlation to the way women looked at science – just a guy’s field. We need a proactive effort to change that in the same way it is being done in the sciences.”

Student Focus Groups: Female Domination

The students recognize that “the field has done a complete 360 from nearly all men to a female majority.” Some see PR being positioned as a niche for women to get into business. “It is more welcoming.” However, the small group interviewed felt men are up to the challenge of a female dominated industry. One young man said, “Guys in particular don’t know what PR is.

They get their impressions from TV in which the PR field is already stigmatized as a woman's field." But one male participant said, "I like that there are more women in the field. As a man it gives me the upper hand – I will always be in demand."

One young man noted, "PR is a bridge to help me on my path. My guy friends are mostly in IT and computing. I had no idea it was out there till my mom – who is a corporate SVP – encouraged me. Otherwise I would have had no clue. It's just not promoted enough."

Students do recognize a need for male role models. "The PRSSA bylaws say diversity but I don't know that we encourage it. We have a diversity and recruitment chair but it's more focused on the recruitment side." One young man said, "Most of our professors are men. They are from an older generation. They are too proud to say that we need initiatives to recruit more men into the field." "Maybe PRSA should focus on gender diversity. Men shy away from the field, maybe because it is so writing intensive. We need to show them the full range of skills needed to be a good PR practitioner," said another. But the students cautioned, "You don't need gender diversity to reach diverse publics. Research will reveal target audiences' motivations."

One respondent remarked, "If it's not broke don't fix it. Let the field evolve. People will decide what is best for them. They will gravitate to what they like to do." Another offered, "Maybe we should create a campaign *"PR is for Everyone."*

When asked about specific initiatives, participants reflected that there are "Women in Film" and "Women in Media" classes. But a "Men in PR" class? "I am not sure how it would be received – in fact it might make it worse. If men want to go into PR they know it's here."

Quantitative Data: Status

Of the four majors surveyed, PR respondents were most concerned about the reputation of their field. As seen in Figure 20, 60% of PR respondents said the reputation of PR was very important, outpacing the other three majors.

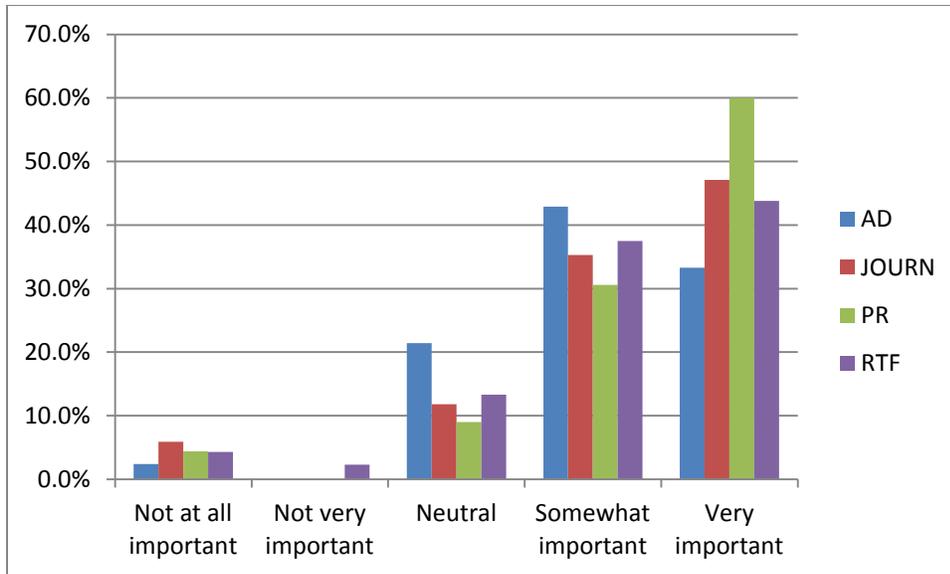


Figure 20: The importance of reputation (status)

As seen in Figure 21, within PR women ranked the importance of status higher than men – 75% vs. 45% ranking it “very important”. And 86% of men vs. 96% women ranked status as somewhat or very important. This is divergent from total male/female responses in which 34% of men and 50% of women stated reputation was very important.

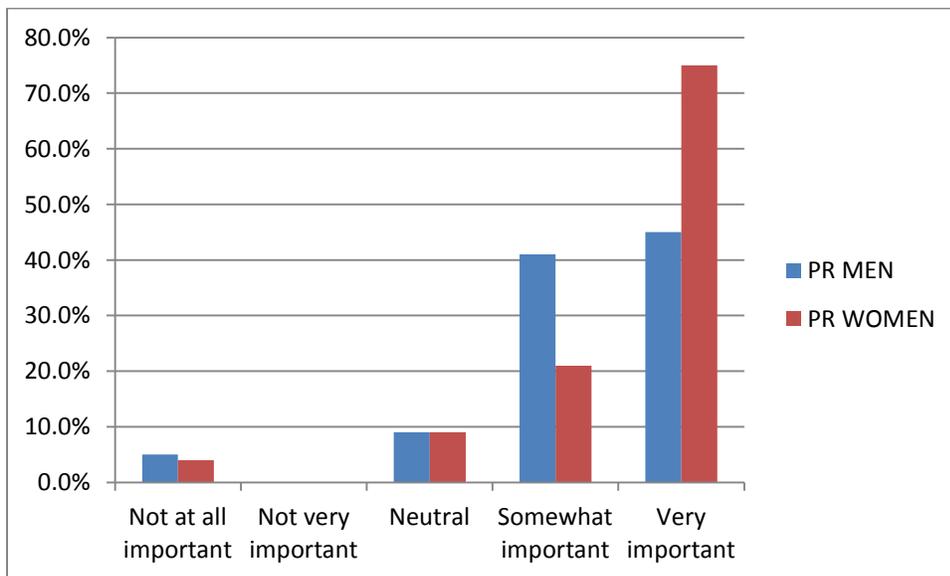


Figure 21: Importance of reputation

For all respondents asked to rank each of the four majors in reputation (status), Figure 22 shows that PR was the number one choice by 19% of ad majors, 41% of journalism majors and 37% of PR majors. RTF was counter-trend with only 4% ranking PR highest. The number two ranking for PR was consistent across the first three majors, but higher for RTF respondents.

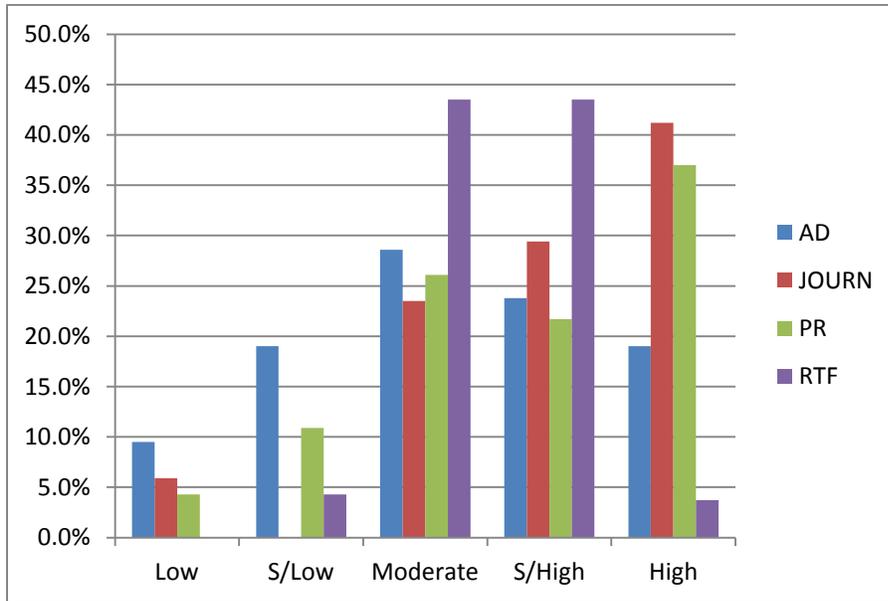


Figure 22: Rank the reputation of PR (all respondents ranking)

From a PR-only perspective Figure 23 shows that significantly more men (46%) than women (29%) gave PR the highest ranking.

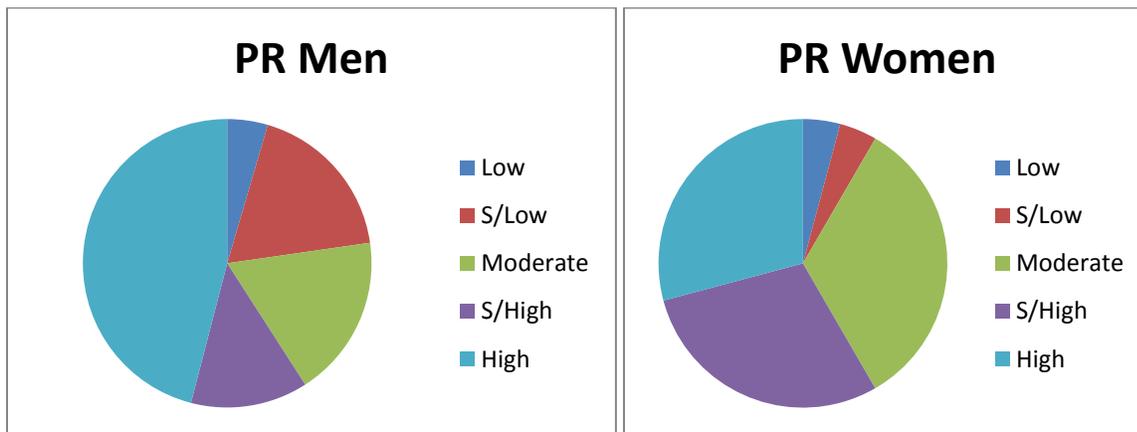


Figure 23: PR reputation ranking

Figure 24 shows that a substantial portion of all respondents believed that the reputation of PR has increased in the past ten years.

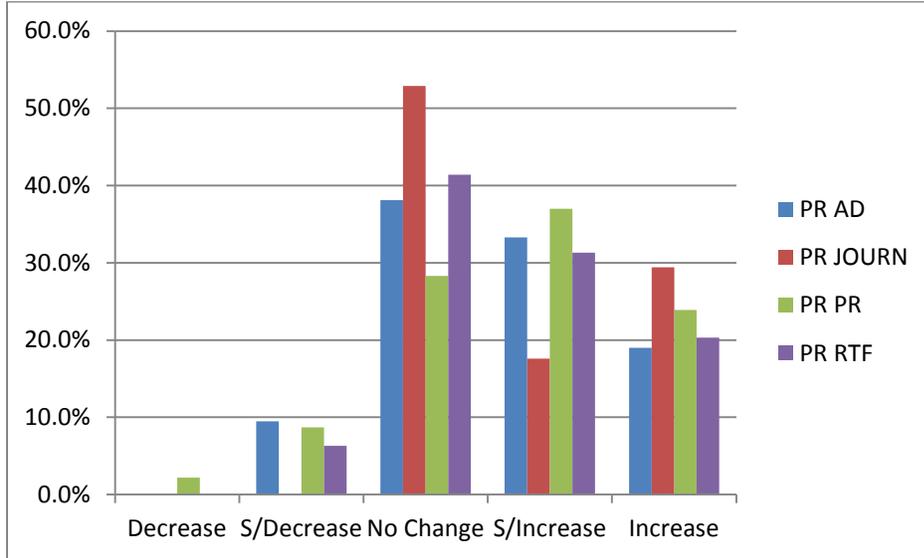


Figure 24: Change in PR reputation in the past 10 years

However, comparing PR only responses, Figure 25 shows that males were twice as likely as females to respond that the reputation of PR has increased (32% vs. 17%).

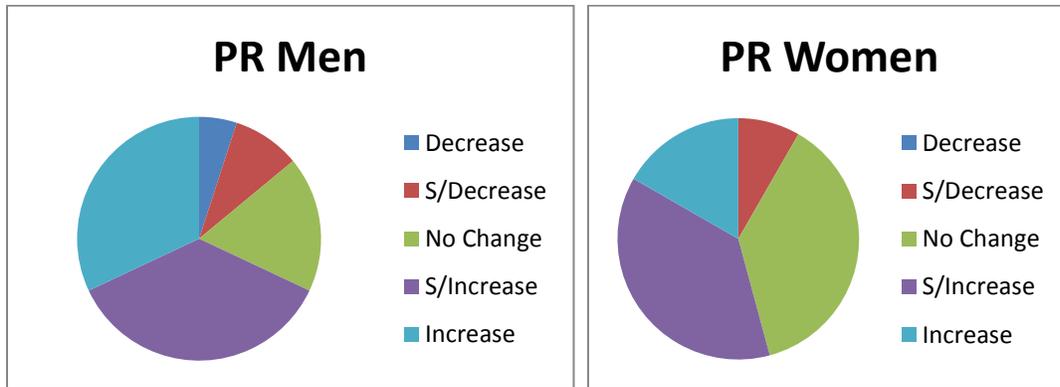


Figure 25: Change in PR reputation (PR respondents only)

One-on-One Interviews: Status

“Overall, it is a good time for the PR field. I have seen more power given to PR in the last five years than any other time. We see the big picture, the platform, today we are articulating who we are and want to be,” said one president. “I have seen more power, more prestige, and more status in the field,” said one agency CEO. “Years ago I had to educate clients as to what PR is, what it does. Today they know. We have extended the footprint. The world today belongs to PR,” said another. “The discipline has grown. Lines have blurred. We have more to say – more than any other communication discipline.” However, one agency president disagreed, “The status of PR has diminished due to the two macro images – Hollywood’s portrayal and the spinmeister stereotype responsible for communicating Enron, BP, and Lehman Brothers news.” And despite its rise in status, one female CEO noted that “PR is still behind in stature when compared to law, accounting and management consultants.”

However, no one felt that any diminishment in status (true or untrue) is related to the female majority. “I really don’t know why men aren’t entering the field. Its value is rising as advertising’s value is dipping,” said one agency president. “And despite the field’s relatively strong position, there are not a lot of young men who want to get into PR out of college,” said one CEO. “The societal reality is we must redraw the lines in PR to attract men and to create a broader discipline that can include more men. Decades ago journalism was a path to PR. These men are going somewhere else,” he concluded.

“As an industry, we haven’t communicated the benefits of the field to men in a way that is appealing,” commented an agency president. “The perceptions that men (and women) have of the field do not reflect reality. The job today is exciting and multifaceted – far beyond what people see or know,” she concluded.

One professor remarked, with a smile, “When students express an interest in special events, I tell them to get a job for a caterer.”

From a university perspective, there is a sense of “softness” to the field. “Women who begin studying business find that they have difficulty with the math and fall into the field.” One statement echoed by several was that “PR is seen as a cupcake major and journalism is a dumping ground.” One association executive commented, “There is little proactive effort to position/drive students into the field – rather they fall into it.” One professor noted that at high school career days, for example, “you almost never see a PR professional – it is not tangible and most students don’t even know it exists. For example, there are no organizations such as Future Business Leaders of America to drive students into the industry.”

Student Focus Groups: Status

The student respondents were in sync with the industry leaders. “Awareness of the field is low.” Many weren’t aware of the field till they got to college. “It’s exactly what I love doing, but I didn’t know it had a name,” said one. “I Googled PR. I didn’t really know what it was about when I switched from a radio/television major,” said another. “PR needs PR – people don’t even understand what PR is.”

Several students noted that “men shy away from PR saying it’s a girl’s job.” But those in the major were vociferous in their defense, “They just don’t understand the full range of the job.” However stereotypes, such as referring to PR majors pejoratively as “Comm Girls” remain. But, they state, “It’s a demanding field. People hold PR in a very prestigious light.” “So many people I talk to think communication is just fun. No, it’s not. It’s hard. There is a lot of work that backs up everything.”

Quantitative Data: Financial Reward

As seen in Figure 26 of the four majors questioned, more than 20% of PR majors ranked salary as very important, immediately behind advertising. However, women in PR (Figure 27) indicated that it was more important than men in PR and women in PR were significantly ahead of all women (Figure 28) in stating that starting salary was very important.

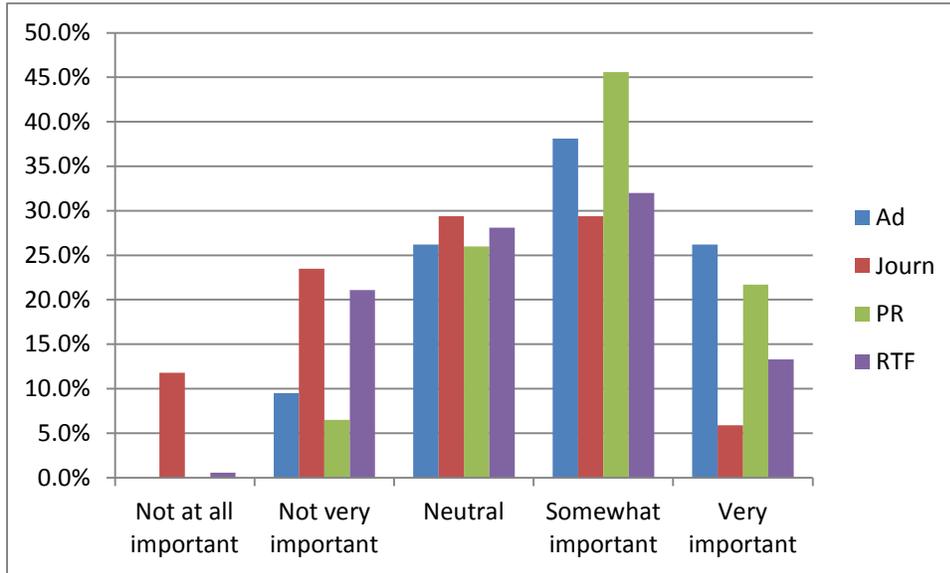


Figure 26: Importance of starting salary

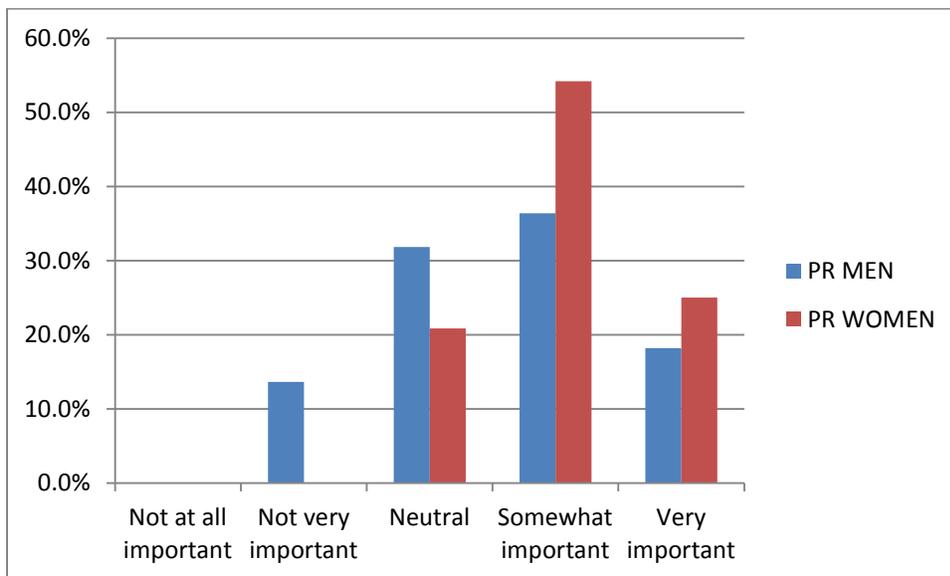


Figure 27: Importance of starting salary

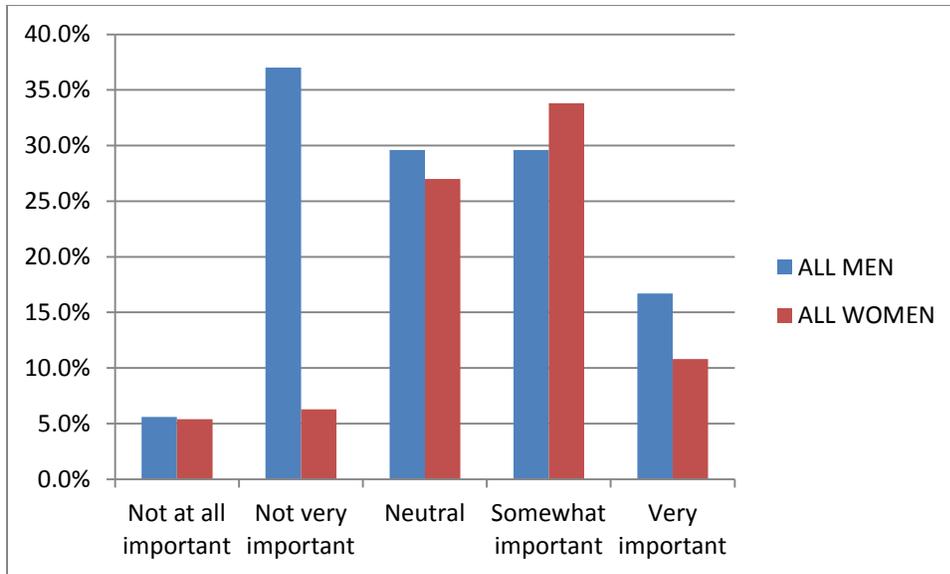


Figure 28: Importance of starting salary

However, salary in five years increased in importance in the PR field. As Figure 29 shows, 65% of respondents ranked it “very important,” a significant increase from the 22% that declared starting salary very important.

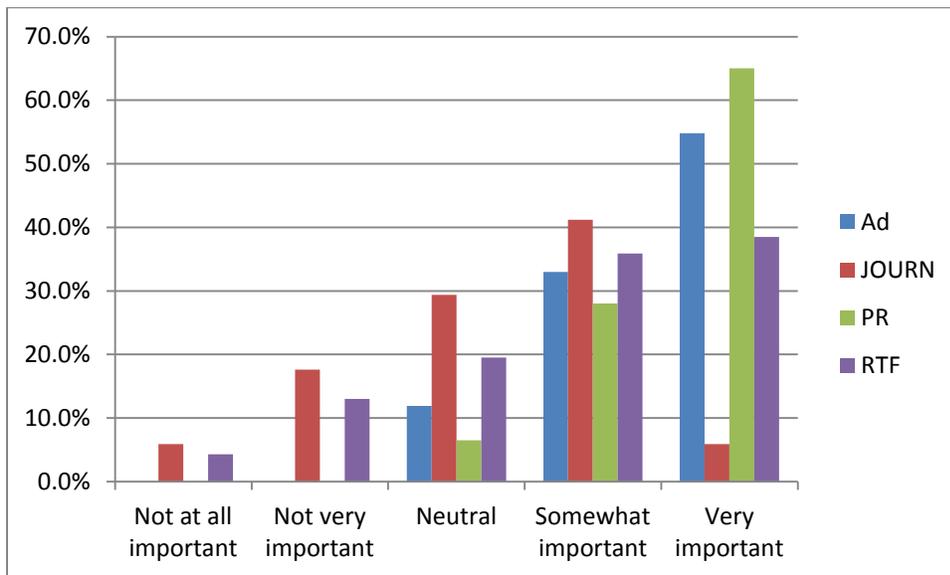


Figure 29: Importance of salary in five years

Figure 30 shows that the male/female disparity in salary importance in PR is maintained with 59% of men vs. 70% of women citing it as very important.

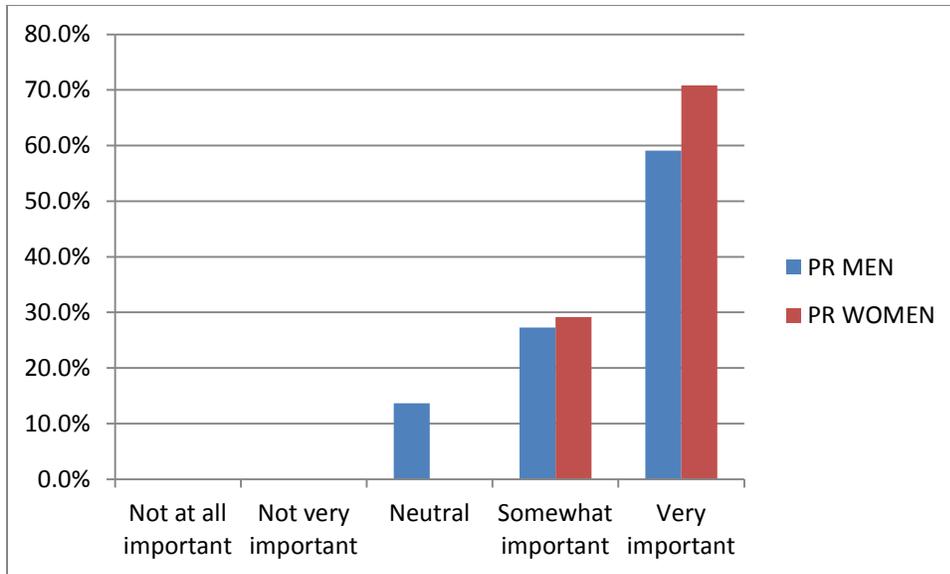


Figure 30: Importance of salary in five years

When asked about peak salary (Figure 31) responses across majors were more consistent, ranging from 44% to 59%. As shown in Figure 32, an equal number of male and female PR majors – 50% – stated peak salary in their own field was very important.

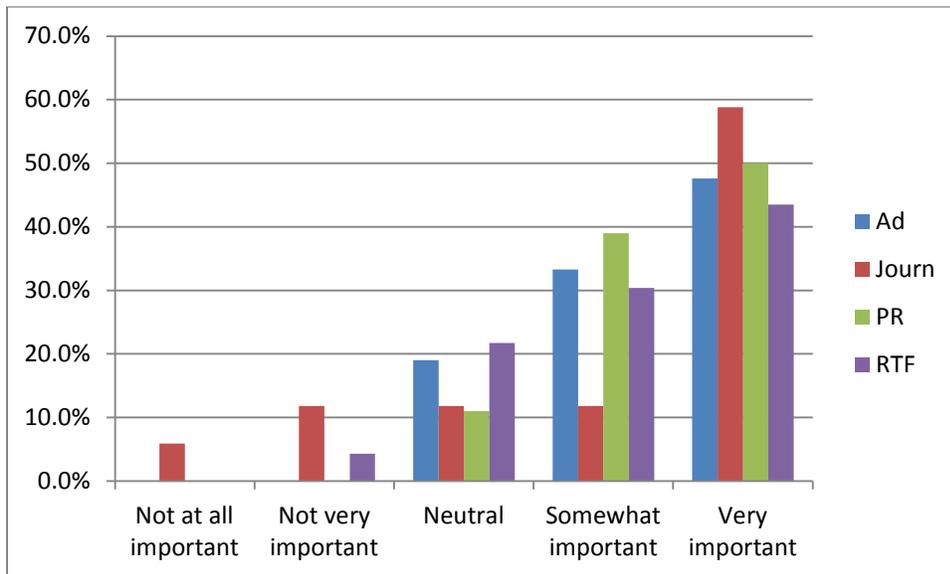


Figure 31: Importance of peak salary

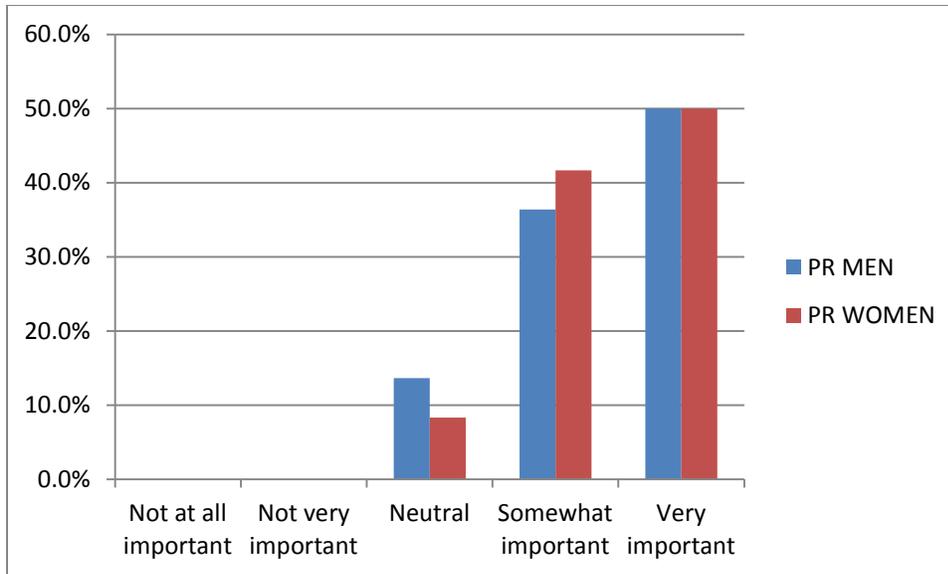


Figure 32: Importance of peak salary

As shown in Figure 33, when asked to rank order the four majors from highest to lowest salaries, a majority of PR majors ranked their own field as #1. Nearly a quarter of ad and RTF majors ranked PR #1 but only 12% of journalism majors did so.

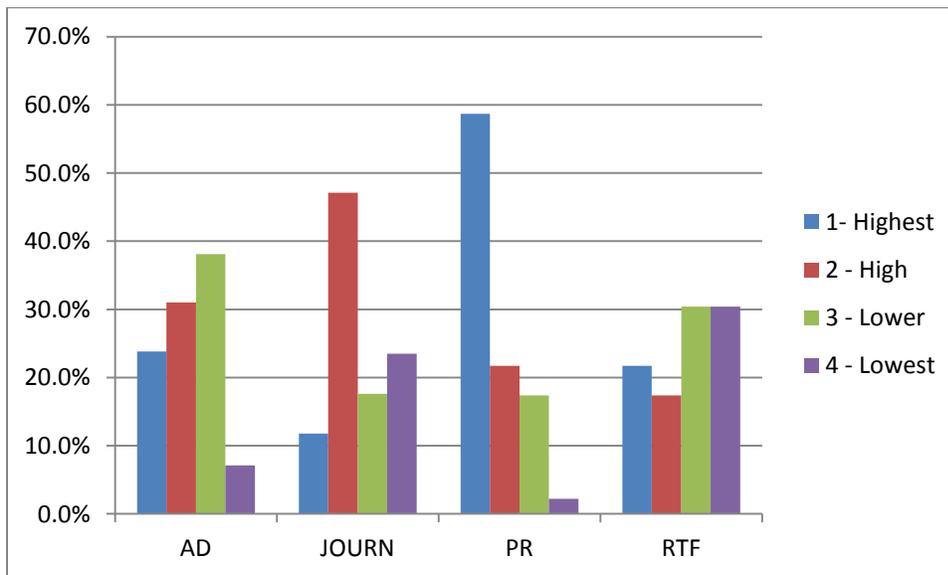


Figure 33: Salary ranking for PR among majors

As shown in Figure 34, from overall earning potential more women than men in PR ranked the field number one (67% vs. 50%) although both gave PR the highest ranking. More than 40% of PR men ranked advertising #1 in earning potential vs. 33% of overall male respondents.

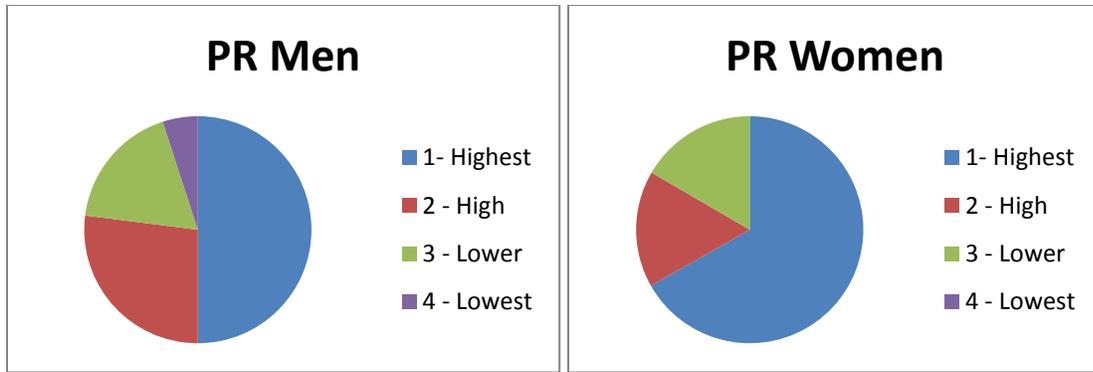


Figure 34: Salary Ranking for PR

As shown in Figure 35, advertising had the highest earning potential rank among respondents.

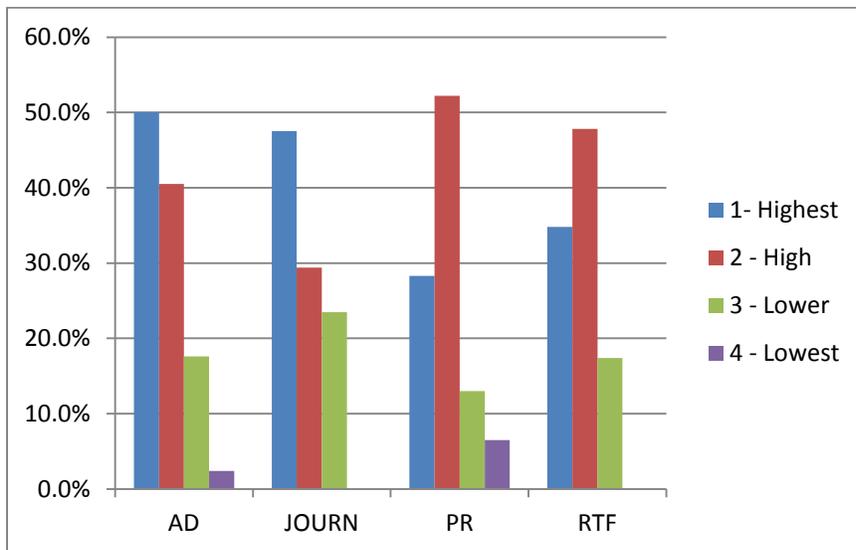


Figure 35: Advertising earning potential

When asked about promotions the majority of respondents expected their first promotion in one- two years (Figure 36). This was consistent across majors.

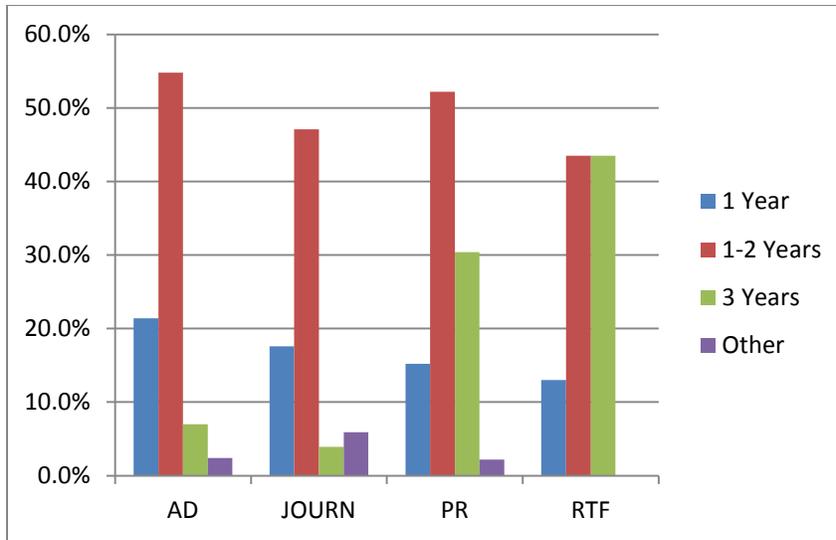


Figure 36: When do you expect your first promotion?

However, within PR, Figure 37 shows that more men (18%) than women (13%) expected to receive their first promotion within one year.

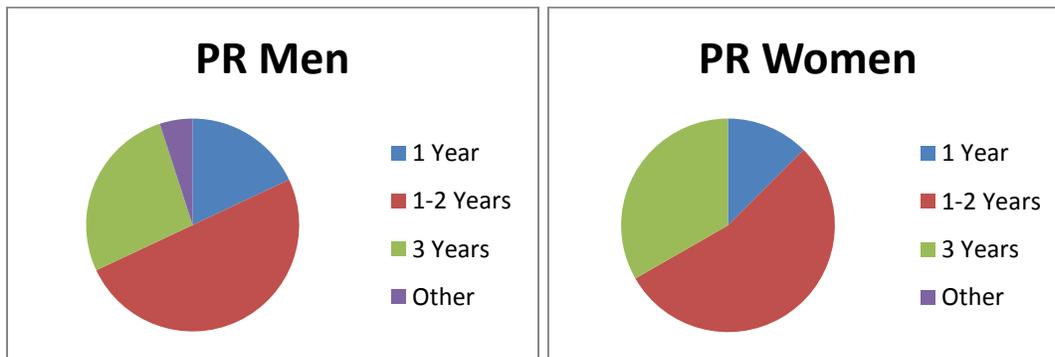


Figure 37: When do you expect your first promotion?

The majority of respondents expected to move into a managerial position within three years (Figure 38). However, a sizable minority responded “other”, nearly all indicating that they expected the move into management to take well over 3 years.

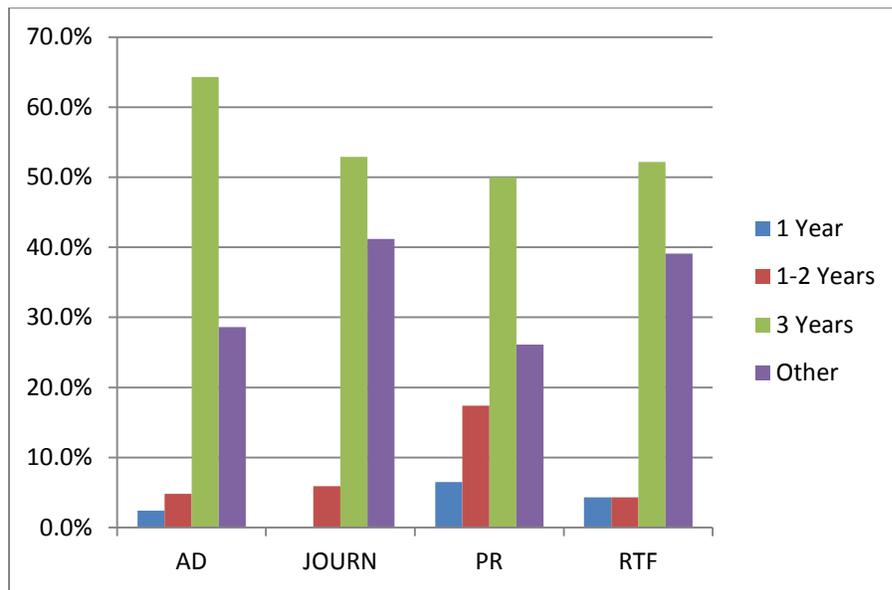


Figure 38: When do you expect to move into a managerial position?

One-on-One Interviews: Financial Reward

Most participants agreed that PR is not a particularly high paying field – particularly at the entry level. And while some male/female salary inequities persist, the overall income for the field has not changed with the influx of women. “New graduates can’t look out into the future to see the income potential,” said one CEO. “They don’t see a five year horizon. The pay your dues strategy doesn’t hold anymore. They think I need to get my pay day now.” Another agency executive noted, “Although pay is equivalent after a few years, my son told me he would never consider PR. He wants to make a lot of money.”

“Men, in particular, view it as a low paying entry job. A lot of people can’t afford the make it on the entry level salaries. Therefore we miss out on a whole crop of people. I have seen men parachute into PR. They do radio/ad sales or some TV work then transfer in,” said one holding company CEO.

Beyond entry-level, most agreed that it can be hard to make good money unless you own the agency or get a senior position. One professor demurred, “While the salary level may be low vs. other business-related professions, it compares favorably with journalism. And for first-generation college students/blue collar families, it is seen as a good salary.”

Although the salary levels are relatively strong, “the salary inequity does exist between men and women,” said one woman CEO. “Women will take a lot of jobs that men won’t.” An association professional agreed, “I do think the majority status of women in the field does affect salary level. Maybe because women are willing to accept a salary that’s less. For women it’s about the work, for men it’s about the money.”

Others disagreed, “From a salary perspective I think the gaps have narrowed.” Another said, “I don’t think the influx of women has affected salaries. They are very different by sector

and by region.” One president sounded a warning, “I think that despite our progress – if men disappear from the discipline it could affect income potential.”

“I have never thought of women-centricity determining status/salary. We look at market, national data, and industry data and compensate on a gender blind basis. Geography drives that more than anything,” said a New York City executive. This meritocracy was a consistent theme. “It not just male/female. There are a lot of demographic slices not related to gender. That is a slippery slope.”

Student Focus Groups: Financial Reward

The students were more bullish on the financial outlook for PR professionals, “If you are good at what you do, you will make a lot of money,” said one. They also agreed that the potential is there for women; however, “Women do need to learn to ask for more money and demand more.” One student stated that “PR salaries should be up there with management. They are providing the image that helps the company succeed.”

Hypothesis 1:

It is expected that young men don't pursue a career in public relations because of its female domination, perceived low status and low financial reward.

The research results partially support Hypothesis 1.

Nearly all participants recognize that the PR field is female dominated, and many felt that this may play a role in men opting not to pursue a public relations career. However, quantitative student data did not support female domination as a factor impeding men from choosing PR. Data did not support low status as a factor. Most respondents felt that PR's status has increased, and is at its highest level ever. From a financial perspective, results were mixed. Overall, entry level salaries were seen as modest, but there was potential to earn a significant salary in PR.

Hypothesis 2:

It is expected that the migration of men away from the PR field will cause harm to the profession.

One-on-One Interviews

One CEO stated, “Gender imbalance is PR’s dirty little secret. Now that the glass ceiling has been shattered we are facing reverse discrimination. I have seen *nothing* being done to address this.” However, one association professional reflected that “the organization of PR as a function has never been as diverse or as inclusive as we want it to be.” Nearly all respondents agreed that it is important to have diversity of all sorts in PR – not just by gender. Without that views are biased. “Diversity of all kinds is essential in the practice of public relations: racial, sexual orientation, ethnicity, and gender. We need balance. Our profession relies on understanding our audiences and their key attributes. Too many of anything is a problem.” “It is important to me that men still compete in this career space and that the disproportionate balance not get to a level where PR is viewed as a female’s career. However, I will always go with the strongest personality and work ethic –because in our business we sell talent/people and that trumps gender,” said one president of a multinational agency.

There was one dissenting view from a male agency president, “There is no problem in PR – the attention is unwarranted.” He continued, “There is no need for a concerted diversity effort. It is a funnel effect in school where women go into communication. The opportunities in the field are not finite. Giving opportunities to women did not take them away from men or vice versa.” One university professor concurred, “The ability to communicate with diverse publics is not an issue per se. The field has never been diverse, so the female-centricity should not be viewed as an issue.”

One holding company CEO stated, “I think the holding company statistics (with more men at the top) is disappointing. There needs to be more emphasis there. Our holding company has clear, critical goals around diversity. This will be reflected in your bonus. They have made it clear that there is a need to increase diversity. If you don’t, there’s a ding against you. I support this. If you don’t hold people accountable it won’t change. This kind of accountability will change behavior. Gender is included as well as race and orientation.” Another holding company HR director added a slightly different perspective, “There have been efforts/initiatives from the holding company level for ethnic/racial diversity but nothing about men.”

One professor noted, “That ship’s left regarding keeping women out of PR. We should be proud of the opportunities we have provided to women.” However, one male agency president said, “There have been no effort whatsoever by the industry to address the lack of men. They should do so if only to have a representative pool of practitioners. They have been the first to raise the issue of ethnic diversity but ignore men. The industry should advocate for men in PR, but they don’t have the means or the motivation. We must make the field more attractive to men. We must tie it to business results.”

As was reflected in the discussion of status, “We have done a poor job explaining the true nature of the field. We have allowed Hollywood to portray the industry. We haven’t done anything to combat this. There is a serious long- term impact from this lack of diversity. How can we possibly serve the needs of a diverse culture?”

“When you parade in with an all white under 30 female team to a male consumer products team you will have a tough time. A better balanced team with similar credentials would be better for that piece of business.”

The HR director asked, “Why shouldn’t there be a program designed to drive more men into the field? We need to start in college, not waiting for people (men) to choose PR but proactively pitching it as a strong subsector. We need to open the door for them.” “Encouraging more men in the field is a tough conundrum,” one respondent reflected. “Diversity hasn’t been embodied in the field. Its history is of great white men.”

While respondents in agencies and academics underscored the importance of merit, the students were even more attuned to a meritocracy in PR. “Whomever does the job better should get the promotions. I haven’t seen the male /female divide in internships I have had. Your skills will shine through. The strength of your effort is evaluated by the public – they determine who does a better job.”

One male president said that he saw the ascendancy of women in public relations in the late 80s. “A new crop of fierce women came of age. Nothing stood in their way. Agencies were proud of their accomplishments.”

A female CEO expressed a common sentiment, “Early on women entered PR from the secretarial ranks. They found it one of the easiest professions to enter, one of the most hospitable vs. finance which is one of the most unforgiving toward women.” Many respondents agreed with the president who noted, “One reason for the preponderance of women is that there are fewer barriers for women in PR and they are able to rise to the top. This field is strictly performance based. It is difficult to hide if you are a low performing player.”

The literature review found some advocating that women were wired for PR. To some degree respondents agreed. “Good PR people have solid gut instincts. Women are just better at that than men,” said one. Another noted, “Men are not emotionally attached, women want to engage more.” One said, “In today’s business climate, women are more valuable. They are

collaborating vs. working in an island. In school they are no longer taught as individuals but in teams. Women are very much attuned to that.” A president added, “Men and women, by nature, tend to view situations, challenges, opportunities through slightly different vantage points. The best solutions are often ones that explore lots of different points of views – and though you can get this from all females or all males – the debates and solutions are much more interesting and rich if there are many ideas at play.” She continued, “When judging male and female leaders that I’ve encountered over the years, it is hard not to stereotype a bit. I do think men can be more direct, less emotional in their actions and decision making process. This is a great benefit in many situations and/or can sometimes be seen as rigid, less thought through. Women can sometimes ‘read the room/situation’ and deploy diplomacy to navigate to solution that satisfies many around the table. For those women that carry more male directness, they tend to get a negative label.”

Some respondents raised the possibility of a snowball effect of female domination. “From a woman’s standpoint there is some fear of women hiring men. They hire women too (people like me). Therefore we have a lot of women in agencies. In contrast men grow beyond PR – they move outside the field, branching out into marketing or other areas.” A professor concurred, “A factor is Rosabeth Kanter’s concept of homo-social reproduction. We hire people “just like us” so today women are hiring women – at least at the entry level.” A former multinational CEO said, “When I started, the healthcare practice was only one man. When I left we had gone up to 40, but it was like pulling teeth to get men.”

Student Focus Groups

Guys in particular don't know what PR is. They get their impressions from TV – and think it is event planning and “fluff.” However, at Rowan professors specifically discourage us from event planning.

“The PRSSA bylaws say we should focus on diversity, but I don't know that we encourage it,” said one student. “We have a diversity and recruitment chair, but it's more focused on the recruitment side.”

While many students felt that the field is already stigmatized as a woman's field, it didn't seem to be stopping the men. In contrast, they welcomed the imbalance, and thought it would open opportunities for them. “Men are up to the challenge of a female dominated industry.” The consensus of both groups was that PR is held “in a very prestigious light” and has not suffered from the gender imbalance. “So many people I talk to think communication is just fun. No, it's not. It's hard. There is a lot of work that backs up everything.”

However, students felt that PRSA should focus on gender diversity. “We need to show them the full range of skills needed to be a good PR practitioner.”

Hypothesis 2:

It is expected that the migration of men away from the PR field will cause harm to the profession.

Data did not fully support Hypothesis 2.

While diversity – of all sorts – is seen as important to the field, there was not a consensus that the female majority is harming the field.

CHAPTER 5

This research underscores the transformative changes in the public relations field since the publication of *The Velvet Ghetto* a generation ago. Despite the dire predictions regarding the influx of women, research show that PR's reputation is high. Salary – both in terms of expectations and reality – is strong after a few years in the field, and female domination, while a fact, is not impeding the men in this research from entering the field.

That being said, despite PR's relatively strong reputation there is concern brewing about the increasing gender imbalance. A field that *counsels* diverse publics should be *comprised* of diverse individuals.

Nearly 15 years ago, Farmer & Waugh found several statistically-significant differences between male and female PR students. Of note, more women expected to earn less starting out and to be promoted more slowly. Only 32% of women said they'd advance at the same rate as men. In some ways, this research diverged from those conclusions. In fact, research showed that women in PR placed more value on starting salary than men in PR, and PR women were significantly ahead of other majors in citing the importance of starting salary. This trend continued with 70% of PR women vs. 59% of PR men citing salary in five years as very important. There was, however, a consistent gender difference regarding promotions. Men expected to receive their first promotion more rapidly than women, although the overall numbers were not robust (18% vs. 12.5%).

The DeRosa study, completed in 2005 found that male students expressed a relative lack of confidence in female managers, and after five years men expected a significantly higher salary than women. Again, this study did not support these conclusions. Only a small percentage of PR majors (6.5%) said male vs. female management was important. But of note, no men cited this as very important. All responses were from PR women.

Overall, this study found that men in PR were more attuned than women to the gender discrepancies in the field. However, men thought the female majority in classes was good. They did not feel that gender balance in the field was very important, even in managerial ranks. Women – but not men – in PR said gender balance in managerial ranks was important. Paradoxically, more men vs. women thought leadership in PR was majority male. One might wonder what effect this belief has on their opinions of management. Is it because they *believe* that it is male dominated that it is unimportant?

PR majors, overall, were more concerned about reputation (status) than those in other fields. And, status of the field is strong. A substantial portion of respondents across majors ranked PR #1. Of note, PR men ranked the status of the field substantially higher than PR women. Among PR majors men were twice as likely to say status had increased. And a majority of all respondents (all majors) felt that the status of PR had increased in the last 10 years.

With regard to financial reward, PR women outpaced PR men and outpaced women in any other field in terms of the importance of financial reward. Overall, PR was # 2 in ranking the importance of financial reward in choice of profession. Interestingly importance increased from 20% to 65% in five years, but women were still ahead of men. This gender imbalance equalizes at peak salary. PR majors ranked their salary at #1 and women did so at a higher rate than men.

Students in most majors expected first promotion in one – two years, but more PR men than PR women felt they would be promoted in that time frame. Many expected a managerial position in three years, but a significant group (unexpectedly) responded more than three years.

As Sha concluded in her 2005 study, little has been done to research public relations students' perceptions about the workforce. Sha's findings suggest that educating public relations students about gender challenges in the field most start in undergraduate years and

include ways to overcome these challenges. More than five years later, this research supports Sha's conclusions. One-third of those surveyed felt they had insufficient gender education.

While it seems almost counter-intuitive to develop a plan to recruit men (especially white men) into any field we need to incorporate men into PR's existing diversity efforts. And hand-in-hand we must do more to enhance awareness and interest in public relations at the high school and early college years. Many students surveyed said they "fell into" PR. The gender imbalance may be in part due to women's disproportionate representation in the humanities.

In tandem, PR must embrace its link to business, both as a means to recruit more men be to enhance the field overall. Lastly, research shows a need for greater gender education in undergraduate curriculum. The benefit of this kind of education will extend far beyond the field of public relations.

A consistent theme that resonated through all of the research is this question: "Can public relations professionals truly counsel diverse clients if we are not diverse ourselves?"

As one CEO said, "Gender imbalance is PR's dirty little secret. Now that the glass ceiling has been shattered we are facing reverse discrimination. I have seen *nothing* being done to address this." In order to remain vital, PR must engage in proactive efforts to draw more men into the field.

Finally, contrary to Grunig, gender imbalance has had little, if any, effect on empowerment, encroachment, and sublimation. Consistently, respondents felt that PR has gained in power and prestige over the past decade. We are as strong a discipline as we have ever been.

Encroachment from other fields has less to do with gender and everything to do with a "fight for dollars." And finally, few respondents felt that sublimation of PR to other disciplines was an issue of concern.

Future Research

Future research should look more specifically at models for gender education, ways in which early intervention at the high school level can drive men into PR (like women with chemistry), and look at ways in which PR can more closely align with business education to close the numbers/words gap. It would also be instructive to follow young men from college and into their careers to see if/how their perceptions about gender shift.

These findings are a wakeup call that to change the future of this increasingly feminized field, public relations needs to develop educational tools for use in the classroom that paints a picture of the industry as relevant, financially competitive, and gender-balanced.

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ADDENDUM 1

Survey and Quantitative Data

SURVEY

Thank you for taking this brief survey. It will take less than 15 minutes to complete and all answers are confidential. Please answer *every* question to the best of your ability.

The classes in my major are:

- _____ About equally divided between men and women
_____ Majority men
_____ Majority women
_____ Unsure

I consider the gender balance in my classes:

- _____ A good thing
_____ A bad thing
_____ It doesn't matter

Please add any comments regarding gender balance in your classes:

I have had sufficient education regarding gender challenges in my field of study.

- 1 2 3 4 5
Strongly disagree Disagree Neutral Agree Strongly agree

Please rank the importance of the following areas in your choice of a major:

1= not at all important; 2= not very important; 3= neutral; 4 = somewhat important; 5 = very important

Starting salary	1	2	3	4	5
Salary in 5 years	1	2	3	4	5
Peak salary (highest possible in my field)	1	2	3	4	5
Male/female balance	1	2	3	4	5
Male/female balance in managerial roles	1	2	3	4	5
Reputation of the field	1	2	3	4	5
Other _____					

Please rank the following fields in terms of earning potential. 1 is highest; 4 is lowest. Do not use any number more than once.

- ❖ Advertising _____
❖ Public Relations _____
❖ Journalism _____
❖ Radio/TV _____

When do you expect to receive your first promotion?

- _____ Within one year
_____ One-two years
_____ Three years
_____ Other (please describe) _____

When do you expect to move into a managerial position?

- _____ Within one year
- _____ One-two years
- _____ Three years
- _____ Other (please describe) _____

How important is the ratio of males-to-females in the field to you in your choice of career?

1= not at all important; 2= not very important; 3= neutral; 4 = somewhat important; 5 = very important

1 2 3 4 5

Please indicate your perception regarding the ratio of males-to-females in the following fields:

1 = mostly male; 2 = about equal; 3 = mostly female; 4 = don't know

- ❖ Advertising _____
- ❖ Public Relations _____
- ❖ Journalism _____
- ❖ Radio/TV _____

How important is the ratio of males-to-females in the management/leadership positions to you in your choice of career?

1= not at all important; 2= not very important; 3= neutral; 4 = somewhat important; 5 = very important

1 2 3 4 5

Please indicate your perception of the ratio of males-to-females in leadership positions in the following fields:

1 = mostly male; 2 = about equal; 3 = mostly female; 4 = don't know

- ❖ Advertising _____
- ❖ Public Relations _____
- ❖ Journalism _____
- ❖ Radio/TV _____

Please indicate your level of agreement with the following:

1= Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree 5 = Strongly agree

Having a male vs. female boss is important to me	1	2	3	4	5
Having a female vs. male boss will affect my promotions	1	2	3	4	5
Having a female vs. male boss will affect my salary	1	2	3	4	5

Sex discrimination exists in the following fields

1= Strongly disagree; 2= Disagree; 3= Neutral; 4 = Agree 5 = Strongly agree

Advertising	1	2	3	4	5
Public Relations	1	2	3	4	5
Print Journalism	1	2	3	4	5
Radio/TV	1	2	3	4	5

Please rank the following fields in terms of reputation (status):

1= Low; 2= Somewhat low; 3= Moderate; 4 = Somewhat high 5 = High

Advertising	1	2	3	4	5
Public Relations	1	2	3	4	5
Journalism	1	2	3	4	5
Radio/TV	1	2	3	4	5

Based on your knowledge, has the reputation of each field changed in the past 10 years?

1= Decreased; 2= Somewhat decreased; 3= No change; 4 = Somewhat increased; 5 = Increased

Advertising	1	2	3	4	5
Public Relations	1	2	3	4	5
Journalism	1	2	3	4	5
Radio/TV	1	2	3	4	5

About You:

Please indicate your major: Advertising Journalism Public Relations
 Radio/TV

Please indicate your gender: Male Female

Please indicate your age: 18-20 21-24 25 and over

Please indicate your year in school: Freshman Sophomore
 Junior Senior

Thank you for participating in this survey. All answers will be kept confidential.

ADDENDUM 2

Focus Group Discussion Guide and Notes

Student Discussion Guide March, 2011

- ✓ Do you think there is a gender imbalance in public relations? If so why do you think that is?
- ✓ Have you seen/experienced anything in your college career (to date) that has encouraged men into PR or out of PR? How about in other disciplines (advertising/journalism/RTF?)
- ✓ What (if any) education have you had about gender roles at college? Was it sufficient?
- ✓ Men, in general, comprise about 20% of the public relations workforce. How do the following factors contribute to that imbalance:
 - Men are intimidated by the female majority in the field
 - Perceived low status
 - Perceived low salary
 - What other factors do you think contribute?
- ✓ How did you learn about field of PR?
- ✓ What were the key factors – for you – in selecting this major? How important (if at all) was gender imbalance?
- ✓ Do you think sex discrimination in public relations is a problem? If so, please describe how it is a problem.
- ✓ Have you heard of the term “glass ceiling”? If so, how does it apply in public relations?
- ✓ Do you think that women in public relations advance at the same rate in their careers as men in public relations do?
- ✓ Do you agree that it is important that PR practitioners represent diverse publics?
- ✓ How important is it that public relations is more gender balanced?
- ✓ What (if any) initiatives have you seen that encourage diversity in the field of PR (ethnic, age, gender, sexual orientation)?
- ✓ Do you think men are *currently* being represented in PR diversity initiatives?
- ✓ Do you think men *should* be represented in PR diversity initiatives?
- ✓ If so, what kinds of efforts should be deployed to encourage men into the field?

Focus Group 1 Notes – March 2, 2011

I haven't really noticed the imbalance in the field. At the agency I interned at it is all women – lifestyle PR. Men seem to gravitate toward finance.

There are stereotypes, referring to PR majors as “Comm Girls”

Maybe women like it because they are more inclined to network

“Women are more extroverted. They have to prove themselves”

At the lifestyle agency, they want to be publicized in some cases vs. being the publicist.

Guys go to business/management. PR is a niche for women to get into business. It is more welcoming

Many weren't aware of the field till they got to college. “It's exactly what I love doing but I didn't know it had a name”

Several transferred in from psychology, political science

In describing his business major friends, one guy said “I know exactly what I want. They are floundering. They are not good enough to do PR.”

Both men interestingly had a female family connection. One had a mother who was VP of licensing in pro sports; the other's aunt works as a lobbyist.

Most have had both male and female bosses. They all said that it did not matter. “Some guys are disorganized, give unclear direction. The women were much better.”

Didn't get into the field for the money, but that being said doesn't think females affect salary.

“If you are good at what you do, you will make a lot of money” However, big ad folks do make more, but it is very tough to get to the top of that field

Women do need to learn to ask for more money/demand more.

Do think everyone gets a fair shot. The glass ceiling was not relevant to them.

The public perception is that it's the glamour/publicist

It is important to be able to reach diverse publics... but that can be just open to ideas. You don't have to be schizophrenic to market a pharma product targeted to that audience

"The PRSSA bylaws say diversity but I don't know that we encourage it" We have a diversity and recruitment chair but it's more focused on the recruitment side.

"Most of our professors are men. From an older generation. They are too proud to say that we need initiatives to recruit more men into the field." They portray journalism as a very male field.

It would be hard to target men. Need to focus on the strong skills needed, writing, critical thinking

We need male role models.

Science is so strong here there is competition with other majors for men. Men in PR initiative might be perceived negatively. People don't even understand what PR is.

Men shy away from it. It's a "girl's job". They just don't understand.

For me (man) PR is a means to an end. For a lot it's not palpable. It is a bridge to help me on my path. Now I know it is applicable (lobbying)

My guy friends are mostly in IT and computing. I had no idea it was out there till my mom (SVP) encouraged me. Otherwise I would have had no clue. It's just not promoted enough.

Focus Group 2 – March 4, 2011

There are definitely more women in classes. “The field has done a complete 360 from nearly all men to a female majority.”

Most men in PR do it as a double major.

Although there are few guys, they don’t seem intimidated. They are good at what they do.

The leadership of PRSSA and PRaction is female as well, although more guys have been joining up in the past year or two

Guys in particular don’t know what PR is. They get their impressions from TV – fashion/events.

The field is already stigmatized as a woman’s field.

However, at Rowan professors specifically discourage us from event planning.

One man in the group started as a chemistry major, dabbled in others, serendipitously landed in PR and has never looked back

The majority of women in the field won’t lower its status because it’s a demanding field. People hold PR in a very prestigious light. “So many people I talk to think communication is just fun.

No, it’s not. It’s hard. There is a lot of work that backs up everything.”

A focus in PR gives you a lot of choices. Every company needs PR.

“I like that there are more women in the field. As a man it gives me the upper hand – I will always be in demand.”

Whomever does the job better should get the promotions. I haven’t seen the male female divide in internships I have had. Your skills will shine through – The strength of your effort is evaluated by the public – they determine who does a better job.

It does feel that there may be more men in the corporate vs. the agency world.

You don't need gender diversity to reach diverse publics. Research will reveal target audience's motivations.

Maybe PRSA should focus on gender diversity. Men shy away from the field because it is so writing intensive. We need to show them the full range of skills needed to be a good PR practitioner

However, "if it's not broke don't fix it. Let the field evolve. People will decide what is best for them. They will gravitate to what they like to do."

PR is such a versatile field with a wide range of job opportunities.

"I Googled PR." I didn't really know what it was about when I switched from a radio/television major. PR needs PR

PR salaries should be up there with management. They are providing the image. It can't be lower pay. I saw some salary data and I thought it showed PR was near the top.

PRSSAA has a recruiting/diversity group.

Maybe we should created a campaign "PR IS FOR EVERYONE"

There is only so much you can do to drive men in. Women are better at communicating.

I never thought about this till the survey.

There are "Women in Film" and "Women in Media" classes. There is title 9. But a "Men in PR" class? Not sure how that would go over. It would make it worse. If they want to do it they know it's here.

Men are up to the challenge of a female dominated industry.

PR gives you a lot of choices. Every company needs PR.

"I like that there are more women in the field. As a man it gives me the upper hand – I will always be in demand."

ADDENDUM 3
ONE-ON-ONE INTERVIEW
DISCUSSION GUIDE AND NOTES

Men in PR – Discussion Guide

- ✓ There has been some recent attention paid to the disproportionate balance of women in the field of PR. Do you consider this an important issue for the field? Why or why not.
- ✓ What is your estimation of the current male/female balance in the public relations workforce?
- ✓ What is your estimate of the current male/female balance in current undergraduate public relations programs?
- ✓ What is the overall gender balance in your workplace? What is the balance in sr. management?
- ✓ What changes have you personally seen in the gender balance in the field in your career?
- ✓ If equally qualified candidates apply for a job, would you tend toward hiring the male? Do you think your colleagues would?
- ✓ In your workplace are men promoted more quickly, more slowly or about at the same rate as women?
- ✓ To the degree that you know, what percent of new job applicants are men?
- ✓ Over the years, there has been significant attention paid to the following issues related to women in PR. Please comment on how big an issue you see this for the field, and what impact it has had on you/your workplace.
 - Women are not rising to senior management ranks
 - Women make a lower salary than men
 - A female-majority in public relations lowers the status of the field

- Because women are now a significant majority of PR practitioners, senior management is increasingly relegated to non-PR professionals (Legal, CFO, Marketing)
- The increase of women in the field has spurred other disciplines (e.g. marketing, events planners, or digital communications specialists) to take on some of the key activities that were formerly done by PR
- ✓ The relative empowerment of PR has declined due to the influx of women
- ✓ Public Relations – to a large degree – focuses on the importance of communicating with diverse publics. What impact (if any) does the relative lack of males in the field have on this ability?
- ✓ Do you believe that we need to employ specific efforts to promote gender balance in the field? Why or why not. If yes, what tactics would you suggest?
- ✓ Please share any other comments on the impact that gender balance has on you personally, your workplace, or the public relations field.
- ✓ *Thanks for your input. All answers will be kept confidential. When used, quotes will not be attributed.*

N.J. Agency President (Female) – February 17, 2011

It is important to have diversity of all sorts in PR – not just by gender. Without that views are biased. The field used to be all men. While there is a majority of women today, I find many of them who are brilliant leave after their second child.

PR is still not valued enough to attract men. Not enough money. Senior executives perceive PR as fluffy and it turns men off – other than heavy industries such as oil and financial.

There are no standards for PR. Anyone can hang out their shingle. No ethics. Integrity is needed. In the early days male journalists moved into the field. In the 80s it got more into the party planning mode.

The salary inequity does exist between men and women. Women will take a lot of jobs that men won't.

“I never made what my counterparts made”. Even today women are looked down upon. I still need the male reference to get business

As an industry compensation is terrible. Agencies cap out income at a certain level and just can't pay more. The industry doesn't have the stature in needs such in law and accounting.

The only diversity the industry focuses on is minority students.

The industry is 80/20 women/men. Today our agency is 60/40 but at times I have had only one man in the agency.

The key for guys is to give them an ownership path – profit sharing, etc.

It is more than male/female; you must have the excitement, creativity, and chemistry that mesh with the agency.

I began my career by learning speedwriting – even after a degree from Penn.

Schools teach the technical aspects vs. turning out well rounded thinkers with literature, philosophy. Nor do they teach business fundamentals. What is the motivation for success?

Must go beyond tactics. Business background is essential for success.

I think we have plateau with the number of women.

Definitely see the encroachment issue, particularly with management consultants, such as Towers Perrin. One guy there said, we know your folks are just out there blowing up balloons.

Good PR people have solid gut instincts. Women are just better at that than men.

Men do take the top communications jobs. I have seen some signs of PR reporting into law or HR. That is the kiss of death.

Men are smarter politically than women in what they say and do. Men will find a way to say no – women will find a way to say yes.

Young women entering the field have a trend of being girly-girls. Need to conduct themselves properly – wardrobe and beyond. This becomes self perpetuating. Do men want to join a field with this kind of woman?

In order to restore gender balance, need to ID millennials who see an opportunity to run a business – position this business as an entrepreneurial opportunity.

PR folks need to get out at career days, etc. We also have to make use of male role models who have been successful.

We need to entice men by changing the curriculum. Align more closely with business. Think about dual majors – law and communications, business and communications.

Need to reach guidance counselors. Need to expose students in freshman year.

The female majority has not hurt the field in terms of status but did take it down financially.

Men do move ahead more quickly because there are fewer men competing.

It would be interesting to know how many women stay in the field; how many men come in from other fields.

We need to show men being engaged – on panels and PRSA meetings

The only way to attract young men is to have men take advantage of entrepreneurial opportunities.

Pennsylvania Agency President (Male) – February 24, 2011

His agency is about 60/40 men/women. The field is a majority of women, but not a vast majority.

When he started his career at Conoco 25 years ago it was all men. Women choose the softer side.

Men are more prevalent in financial services; women more often chose events. In media relations it is more equal male/female.

Women do not gravitate to crisis. Men are not emotionally attached, women want to engage more.

“Men drill for gas and don’t consider the discomfort of the goats in the field”

My son, for example would never consider PR. He wants to make a lot of money.

Originally PR was not a dynamic industry – the same reporter would be at the *Inquirer* for ten years. Today it is much more progressive.

PR is not a particularly high paying field. But the income has not changed with the influx of women.

The field has never been a particularly high status field. He has not seen new reporting structures for PR. He has never seen it report through to HR. IR reporting to finance is sensible.

In the past there has been a direct correlation from journalism to PR. This has changed. Men used to come directly from the media.

If the research is accurate that women gravitate to the humanities and English in college this may help explain why they are over indexed in PR.

He has no concerns at all about the influx of women into the field. He functions well with them.

In today's business climate, women are more valuable. They are collaborating vs. working in an island. In school they are no longer taught as individuals but in teams. Women are very much attuned to that.

There has been a phenomenal rise in corporate publishing (online) contributing to thought leadership. Content creation attracts women who want to write.

There are more women in many fields – medicine, etc.

“There are no diversity efforts targeting men and I doubt I will ever see them.”

It is kind of like title 9 – would you want men to compete in women's sports? We need to employ a more commonsense approach.

“There is no problem in PR – the attention is unwarranted.”

There is no need for a concerted diversity effort.

It is a funnel effect in school where women go into communication.

A son of a friend asked about PR recently. Everyone told him it was a bad decision. There were no jobs in the field.

Although it can be hard to make good money unless you own the agency or get a senior position.

The story of Bryce the copywriter who competed with him for writing assignments. He later learned that Bryce was a pseudonym chosen because it was gender neutral. Once she wrote three or four articles, the concerns about gender were gone.

Years ago I had to educate clients as to what PR is, what it does. Today they know.

We have extended the footprint. The world today belongs to PR. We write objectively and strategically, especially important in the growing online environment. Different from advertising which is promotional writing.

One place where there is opportunity/I have concerns is the IT aspects. Women don't understand coding and platforms.

How to get more men? Go where they leave. Men are into gadgets; women are into texting.

Financial service is the place for a man. IT/financial areas have few women's voices.

Go where men leave and breathe.

In PR there is no reason to limit professionals. Like a father's love that grows exponentially with each child, the number of PR professionals should not be limited

The opportunities in the field are not finite. Giving opportunities to women did not take them away from men or vice versa

I am a fan of affirmative action. As the pie gets bigger it is good. The rising tide lifts all boats.

You are mistaken if you think it will limit your opportunities.

Pennsylvania Agency President (Male) – February 21, 2011

The industry needs to increase diversity overall. While he does not specifically recruit for women, he is attuned to the gender balance in his agency. As much as is possible, he strives for a relatively equal gender balance.

One reason for the preponderance of women is that there are fewer barriers for women in PR and they are able to rise to the top. This field is strictly performance based. It is difficult to hide if you are a low performing player.

There are fewer politics in PR. It is metrics driven in terms of performance.

He saw the ascendancy of women in the late 80s. A "new crop of fierce women came of age. Nothing stood in their way. Agencies were proud of their accomplishments."

A pet theory of his is that the men in PR come from one parent households headed by women. They didn't have a father that pushed them into a business career and/or dissuaded them from PR.

In terms of encroachment, he does believe that advertising won the battle of web sites as they are more visual. PR will win the battle for social media as it is more copy intensive. This has little - if anything - to do with male/female balance. The rise of social media as part of the PR remit may attract more men to the field as it is more technologically based.

PR has not lost status with the increase of women in the field. In fact it has increased its role and importance. "There is an extremely hostile media environment. They will eat your liver. This requires PR to do more. To make the good stuff bigger and the bad stuff smaller."

He has seen some instances in which male clients ask for him vs. a female executive. But he feels it has as much to do with the strength of the personal relationship he has built with the client as well as specifics women's lack of self confidence.

In terms of reporting structure, it may be because PR is a consulting role vs. a full department.

For example, Heinz, a \$10 billion company had only 3 PR employees

There have been no efforts whatsoever by the industry to address the lack of men. They should do so if only to have a representative pool of practitioners. They have been the first to raise the issue of ethnic diversity but ignore men.

“The industry should advocate for men in PR, but they don’t have the means or the motivation.”

We must make the field more attractive to men. We must tie it to business results.

For many young professionals – both men and women – PR is a means to an end, it is not the final career goal.

The societal reality is we must redraw the lines in PR to attract men and to create a broader discipline that can include more men.

Philadelphia Agency President (Female) - February 28, 2011

There are not a lot of young men who want to get into PR out of college. That is true in both PR and in advertising.

One of the issues is that they view it as a low paying entry job. Some of the beginning spots are more administrative, and they don't like it.

So either they enter in another place.

Low on minority too. Can't live at home or transfer and go into a different profession altogether.

A lot of people can't afford it. Therefore we miss out on a whole crop of people

Young men have an issue with others making more money. Lower pay and high focus on administrative duties, they don't want to do it.

We used to hire account cords as a move up position. We've interviewed a lot of men who say they don't want to do that. But this is our spot.

We have of late been getting men who go to corporate first. The money there is better. They have more young men b/c starting base is higher. Men parachute in.

Men who do radio/ad sales or some TV then transfer in.

Salary is low going in. They can't look out into the future to see the potential. Don't see a five year horizon. Pay your dues strategy doesn't hold anymore. I need to get my pay day now.

More moving around and less of a stigma attached. Can't look ahead that far.

Women question this too, but communications is more popular and accepted as a major today.

There are people who still aren't happy about the starting salary.

Are young men as patient?

I have been called on my team being majority women - 4 women and 2 men directly reporting to me. Top 3 are all women. I have been asked about this. You sit where you sit based on contribution.

We used to get all women interns. We try very hard to recruit men/diversity in interns. There is a higher population of men in advertising

Midlevel men are hard to find. I think a lot of it has to do with salary. Are more men going entrepreneurial?

Never thought of women-centricity determining status/salary. We look at market, national data, and industry data. Compensate on a gender blind basis. Geography drives that more.

You need to have a broad representation to counsel clients effectively. There should be representation across the board. If you don't have it, you may not be able to capture the voices of the various publics. Our clients ask us this. If we don't they question if we can understand how people think.

It not just male/female. There are a lot of demographic slices not related to gender. That is a slippery slope.

Is anyone saying there are too many men in financial services? NO. Of the men in the field, are they still more dominant at the higher levels.

Still think the holding company stat (more men at the top) is disappointing. There needs to be more emphasis there. Our holding company has clear, critical goals around diversity. This will be reflected in your bonus. Nowhere to hide. Need to increase diversity. If not, there's a ding against you. If you don't hold people accountable it won't change. This kind of accountability will change behavior. Gender is included as well as race and orientation.

Corporate side may have made more progress at the top.

I have seen more power given to PR in the last 5 years. The big picture, the platform, articulate who we are and want to be. More of a seat at the table.

I have seen more power, more prestige, and more status. I got the opportunities I got based on what I contributed. It is foreign for me to hear the gender card being played.

In some client areas (real estate) not as many women.

We do use internships as a strong vehicle to get men in the door. To make it more comfortable?

IPG for the first time it is formalized. Independent survey of everyone in the agency. How do you feel about the environment? We ranked highly within IPG. Religion, gender, orientation, ethnicity. They are trying to figure out how to proceed. This is a baseline.

I would be open to the discussion as to how to recruit men (or women)

The money side is tough. Our biggest competition is corporations. We lose them to other markets or to corporate. Higher salaries, more robust bonus structure. We don't have stock either.

I have always had an issue with the word "public relations" – it sells the field short.

Strategic communications is a better platform.

The discipline has grown. Lines have blurred. We have more to say, look big picture.

Philadelphia Agency President (Female) - February 23, 2011

Male/female disparity is not something that keeps me up at night, but I guess if I give it a little thought – it is important to me that men still compete in this career space and that the disproportionate balance not get to a level where PR is viewed as a female's career. The reason for this – my male counterparts have much to offer the discipline. Men and women, by nature, tend to view situations, challenges, opportunities through slightly different vantage points. The best solutions are often ones that explore lots of different points of views – and though you can get this from all females or all males – the debates and solutions are much more interesting and rich if there are many ideas at play. I also think that despite our progress – if men disappear from the discipline it could affect income potential.

On agency side in the US – definitely more females in leadership and workforce (workforce even more heavily populated). On the corporate side (clients), I think I see more male leaders than on the agency side (based on my experience).

In the past 6 months I have met with a few junior male PR professionals as well as 2 male intern candidates

If I had candidates that were equally qualified and presented equally in their enthusiasm and “roll-up your sleeves” ability to get the job done, I might select a male over a female – simply to get the balance in better check. However, if on paper the candidates are equally qualified – but I get better answers, experience, and professionalism from one vs. the other – I will always go with the strongest personality and work ethic...because in our business we sell talent/people and that trumps gender.

Based on most recent resumes that I've seen come through – I get twice as many female applicants to male applicants

Women make a lower salary than men is somewhat of an issue; but not significant based on what I know (e.g. salary of client peers and other industry/agency standards)

The increase of women in the field has spurred other disciplines (e.g. marketing, events planners, or digital communications specialists) to take on some of the key activities that were formerly done by PR – I don't think the "fight for dollars" has anything to do with male/female issue; it is solely based on less overall marketing dollars and building the best integrated program to move the needle for the company/product. We have always had the philosophy of selling inside and outside what is considered traditional PR – it's what my leaders have always taught me

We communicate to diverse publics well beyond male and female...like docs, cancer survivors, chronic disease sufferers, elderly, children, black, white – and we need to tap into those audiences to understand their experiences/perspectives despite having the personal experience ourselves.

Not sure of the tactics to drive men into PR it would need to evolve around good modeling and mentorship across the board. Curious if more male instructors have any impact on the field. .

When judging male and female leaders that I've encountered over the years, it is hard not to stereotype a bit. I do think men can be more direct, less emotional in their actions and decision making process. This is a great benefit in many situations and/or can sometimes be seen as rigid, less thought through. Women can sometimes "read the room/situation" and deploy diplomacy to navigate to solution that satisfies many around the table (stereotyping that woman are the

peacekeepers in the home and have more intuitive – social experience). For those women that carry more male directness, they tend to get a negative label.

New York City Agency President (Male) – February , 2011

There are some obvious reasons for the gender imbalance in PR. Women are better communicators and have taken to the field, but it is more complicated. Movies, TV, etc. portray women in the field. Not since “Days of Wine and Roses” has there been a portrayal of men. Almost always it is women – young, white who are party planners and are bubble-headed. A lot of women like the idea of rubbing shoulders with celebrities. The press agent aspect has special appeal. This has permeated for 8-10 years since Sex in the City – prototypical powerful PR women. The Hills and reality TV has just increased it. Young men in the field say it’s not the field for a red blooded hetero guy. Maybe there is a correlation to the way women looked at science – just a guy’s field. We need a proactive effort to change that in the same way it is being done in the sciences.

We have done a poor job explaining the true nature of the field. We have allowed Hollywood to portray the industry. We haven’t done anything to combat this. There is a serious long- term impact from this lack of diversity. How can we possibly serve the needs of a diverse culture? We will see more specialty firms serving distinct niches. We need to provide a better balance. “Gender imbalance is PR’s dirty little secret. Once the glass ceiling was shattered – we are facing reverse discrimination.”

Have seen NOTHING being done to address this. There has to be some initiative. Needs to start at high school level. 90% of college classes are women. Must reach them earlier. PRSA? PRSSA?

No question that with the near death of traditional advertising they have had to redefine and move into some PR areas... eroding PR space. Haven’t looked at it from a gender perspective... not sure if this is a factor or not. When you parade in with an all white under 30 female team to

Under Armor you will have a tough time. A better balanced team with similar credentials would be better for that piece of business.

I see non-PR people managing PR – the big four are accounting, legal, CMO, HR. Few report directly into the CEO despite our touting a seat at the table. There is probably some correlation with the influx of women. Seen as soft skill set with the exception of crisis. Staff function vs. bottom line function.

I don't think the influx of women has affected salaries. They are very different by sector and by region. Women have not had an impact in NYC. In other markets they may have.

Status has diminished due to the two macro images - Hollywood portrayal and the spin meister responsible for communicating Enron, BP, and Lehman Brothers news.

Our agency is a meritocracy. However, with all things equal I want to go with a guy. We are at least 70/30 women vs. men. When I lecture I tell the women it will be hard to differentiate yourself. Tell men they will have an easier time. However, I do not see men moving ahead on career path more quickly.

I have heard from colleagues in fashion and entertainment they are desperate to attract men.

The best firms focus on talent and ability first.

Corporate, walls are coming down but still see a lot of men in dominant positions. In agencies, powerful women have risen.

If we were smart and had a pool of money would create a reality TV show of by and about guys – play it out in Hollywood or create an online webisode. We must use the entertainment tool – where they are focused to show the true reality of PR

New York City Association Executive (Female) – February 25, 2011

Diversity of all clients is essential in the practice of public relations. Diversity of all kinds: racial, sexual orientation, ethnicity, and gender. Client account teams need to reflect client audiences. As a field we need to form and express diverse opinions and develop programs that reflect multiple points of view and reach a broad base of audiences.

When I lecture at the university level, I have seen the classroom composition change. The training ground has become increasingly female, so in some ways it should be no surprise that the field is becoming increasingly male.

PR firms are seeing fewer male applicants come in to interview. This could be impacted in some ways by the way in which journalism has changed.

Decades ago journalism was a path to PR. These men are going somewhere else.

As an industry, we haven't communicated the benefits of the field to men in a way that is appealing.

The perceptions that men (and women) have of the field may not (do not) reflect reality. The job today is exciting and multifaceted- far beyond what people see or know.

I am intrigued to see what differences you glean from men in various communication disciplines. I would be interested to learn the differences just not among communication majors but between PR and business students.

We try to recruit diverse students of all kinds – including men. We are very active in career fairs.

Agencies are going to different sources to try to change the population of people that they from which they recruit. Agencies are actively broadening efforts beyond the communications schools. One way to get more men in the field may be through the door opener of social and

digital media. You can draw from a different pool of employee prospects – gamers, those who are technically oriented.

In recent weeks I have had conversations with agency leaders. One of them said that she feels that all female environments have made it an unwelcoming place for males.

I have heard others regarding ethnic diversity - if they don't see people like them it is not welcoming. This is true of men. How welcoming is it when the halls are filled with women?

Salary: I think the perception of lower salaries is accurate at the entry level. Right out of school salary may not be appealing. I do think there's a misperception of lower salaries among people with more experience. Pay is equivalent after a few years. The misperception is based on entry level information.

I do think the majority women in the field does affect salary level. Maybe because women are willing to accept a salary that's less. For women it's about the work, for men it's about the money.

Encroachment is definitely an issue in the field, but I don't think it has to do with gender. Today there is a tougher competitive set. I don't think it has to do with sex but money

Status of the field (firms) has definitely improved. Firms have a breadth of connections, relationships with clients are strong. It is thoughtful and strategic

We should recruit men because it's good business. Need to show thought leadership, see new opportunities

Men are visible in the firms. Certainly in the leadership. Our board is about 50/50. When we have meetings we have even demographic. At the mid to upper level there is more diversity,

There is a disproportionate number of men in the top 10 largest firms.

PR is a great industry there are lots of opportunities.

The most sophisticated pr position on TV was West Wing – that character happened to be a woman. What would influence men is what they see on TV or other media they consume.

A broader palate of the field has to be shown in the medium that they turn to.

Part of the problem is at the schools. They need to attract a different base. They need to make the connection between PR and business. Firms go elsewhere to recruit to get more diversity

Schools should take a hard look at how they are training students.

University Professor (Male) – March 7, 2011

In her research, Elizabeth Toth talked about how tough women have it in the field, specifically looking at salary discrepancy. There was a time when men had the higher levels of jobs. Right now women make 80 cents to the dollar worldwide. However, this data is misleading because women opt out, etc.

On campuses we need men in communication. It is awful. When PR is known as woman's job, salary levels go down.

PR is much more germane to business. But students still are afraid of numbers. When they express an interest in special events, I tell them to get a job for a caterer.

Women have proved their mettle. They have shown they can do it. Women have to not be afraid of mentoring men, or afraid of other women.

When I taught at Elon some classes had no men. Some women said they felt like "We are going to an all women's college"

RIT is 80 percent male. They started a communications program to attract more women.

Corporations are aware they need visible females. PR is a safe place to put women.

It behooves us to keep us in education focused on management skills.

The intimidation factor is real. Boys mature slower than girls. Girls speak up more. Boys don't join the discussion.

PR suffers from self fulfilling prophecy. Women come in and men stay out. I have suggested that I get together with all of PR boys in the school to understand what factors drove them into the field

Some young men speak pejoratively about working for women. Young men need to realize it's fair.

Gender imbalance could change if the PR curriculum changed. Most PR is in journalism schools and had disrespect about PR (jealousy?).

So at USC public relations is seen as business without the math. Our curricula are considered weak.

I use Harvard Business Review Stanford Business Innovation Journal. If you look at that research and articles, it is deep, more substantial than ours... not 10 tactics to run an effective campaign

More business based curriculum would get more respect; get more men for sure and maybe more women.

The people hiring our people are MBAs (myth of the MBA)

It starts at the teaching level. Are we really turning out women that can compete on the business playing field?

One student in Corporate Communication Management Class said they hated it – too management focused - not what I am here for. Too many men and women want skills training. Men are slipping overall in college education. And those are typically men.

It would be OK to do a program recruiting men into the field... When I wrote an article to that effect I got 10 or more responses, many of which were negative.

That ships left regarding keeping women out of PR. We should be proud of the opportunities we have provided to women.

Not sure about sr. mgmt ranks. High end recruiters that I talk to have a harder time finding a man. Top 5 candidates for a top position are women.

Some old school issues related to woman being CCO for CEO

The problem is the kind of people we are turning out. Don't accept business responsibility, or public issue responsibility they defer to legal. You need to get in their face and push back. We have so many people that don't have the guts. We have to accept responsibility that we are management. Can you do that out of journalism? PR is opportunity. Not because it is easy. It is a career that they can pursue. The wedding planners are the exception. Rich spoiled kids. PR is the only discipline in the organization that deals with every stakeholder group. PR practitioners need to recognize this. Marketing is the wrong approach. Can't solve things by giving people coupons. CSR sells long-term benefits. Marketing does not.

From a woman's standpoint there is some fear of women hiring men. They hire women too (people like me).

We have a lot of women in agencies. They would do a lot in corporate environments. Have the credibility.

I think one of the things happening is that men still get more opportunities than women. Men would have more chance to grow beyond PR – they move outside the field. Increasingly the VPs are folks that start in PR then branch out.

New York City Agency CEO (Retired) (Female) – March 4, 2011

Why so many women?

PR has moved largely into a marketing PR function and many women are in that space.

Some women, who felt thwarted in corporate started their own firms

Early on women entered PR from the secretarial ranks. They found it one of the easiest professions to enter, one of the most hospitable vs. finance which is one of the most unforgiving toward women.

In recent years have seen many more women apply for jobs.

Having so few men in the profession is a problem. We need balance. Our profession relies on understanding our audiences and their key attributes. Too many of anything is a problem.

From a salary perspective I think the gaps have narrowed. Certainly in large metro areas.

At PN I had to work hard to recruit men. When I started, the healthcare practice was only one man. When I left we had gone up to 40 “but it was like pulling teeth to get men.” Although it was easier to find them at the more senior level

We have got to get the messages out that the pay gap is narrowing. Women are NOT dragging down the profession.

I teach 2 masters classes. Only one male in each.

We need more men speaking up. A more concerted effort by men. One AE looked at the room of women, CEO, Head of Office and team and said, “I can’t ahead in this profession” That took me up short. I realized we were operating in a female enclave. I needed to encourage increased male visibility, make better use of the male assets in recruiting, internal meetings.

However, we have to employ a holistic diversity platform. True diversity is a representative sample of the workforce reflective of the population at large. We need to acknowledge that we are weak here. Men should be an engagement group. Some men feel discriminated against in favor of women.

We need an intention-setting way to get traction. We can't think of diversity in 2-3 specific area, need to be holistic, ID areas of weakness (including men) and employ a plan to address that.

New York City HR Director (Female) – March 7, 2011

The male/female ratio varies by practice area. For consumer and health, it is predominately women. For corporate there is a more even balance.

In the last 2-3 years she has seen more men coming into the agency. That could be due to a changing client base – Nike, Valvoline, Buick etc.

“I really don’t know why men aren’t entering the field. Its value is rising as advertising’s value is dipping.”

The increase in digital may be a factor driving men in. Ad has tried to claim that space but PR has been more aggressive. The fall of advertising may be a factor too.

I have not, for the most part, felt men were intimidated by the number of women. On a few occasions, men have asked for a male mentor or expressed , as one SVP said, “It’s nice to have another guy around.”

A few times in pitching a men’s product, the lack of men was an issue.

There have been efforts/initiatives from the WPP level for ethnic/racial diversity but nothing about men. PR is a small part of the holding company portfolio.

They are also looking at creative ways to staff the agency as the boomers continue to retire. But thus far it’s been focused on flextime/working moms.

White men are not protected by any law re: discrimination.

“Why shouldn’t there be a program designed to drive more men into the field?”

We need to start in college, not waiting for people (men) to choose PR but proactively pitching it as a strong subsector. We need to open the door for them.

Association Executive (Female) – February 4, 2011

Currently the PR field is at least 80/20 female/male. My classes are skewed 90/10.

Like other professions that are female-centric, PR has been affected by lower stature and pay.

Some have referred to it as a “pink ghetto”. In addition to women, it has also seemed to attract a disproportionate number of gay men.

There is a sense of “softness” to the field. Women who begin studying business find that they have difficulty with the math and fall into the field.

There is little proactive effort to position/drive students into the field – rather they “fall into it”.

In high school career days, for example, you almost never see a PR professional – it is not tangible and most students don’t even know it exists. “PR needs its own PR”

There are no organizations such as Future Business Leaders of America to drive students into the industry

For those that address the lack of men, there is negative backlash. Todd Hunt and his article about macho PR got significant negative feedback.

While the salary level may be low vs. other business-related professions, it compare favorably with journalism. And for first-generation college students/blue collar families, it is seen as a good salary.

It is hard to say that I would hire a man over an equally qualified woman. No two resumes are the same, but I would not pick a man simply because of gender. Conversely, women are seen as a risk because they will get pregnant and opt out after 5 years of investment. In fact, this opting out could be a factor in male/female salary imbalance.

There is a difference in male/female rates of promotion. In may be due to the opting out discussed above. Fewer women stick it out. It may also be due to access and privilege.

Gender roles and constraints can hinder women in their career growth. The issue of encroachment is real. Women are not seen as capable and men from other disciplines assume the management function.

A factor is Rosabeth Kanter's concept of homo-social reproduction. We hire people "just like us" so today; women are hiring women – at least at the entry level.

The ability to communicate with diverse publics is not an issue per se. The field has never been diverse, so the female-centricity should not be viewed as an issue.

"The organization of PR as a function has never been as diverse or as inclusive as we want it to be"

We all come to our own frame of reference that goes beyond male/female. And within that we need to look at race, sexual orientation, income, social class, etc.

The person to best communicate an organization's values may not be best selected by gender.

There is the concept of the glass cliff vs. the glass ceiling. As women move higher up they opt out – falling off the cliff

"Encouraging more men in the field is a "tough conundrum". Diversity hasn't been embodied in the field. Its history is of great white men. To now try to recruit men, you risk an outcry – like Todd Hunt"

We need to encourage ALL men, and not just look at it as men in general. We haven't adequately explained the value of PR. Today, the men that are joining often do so at the mid and higher levels. They leapfrog from journalism.

"We need to address this issue from the macro (total field) mezzo (organizational level) and micro (individuals) level."

This leak of women opting out is causing the glass cliff. White gay men report that their careers are accelerated because they are men. A larger issue is why women are opting out. Burnout?

From a classroom perspective, where the classes are housed – mass comm. vs. communication may be a factor. “PR is seen as a cupcake major”. Journalism is a dumping ground.

PR is a catch all major that is perceived as being easy. “Real PR is like a breath of wind – I don’t know it but I feel it.”

The portrayal of PR in the media may also be a factor related to lack of men. Few portrayals of men in the mass media.

As a field we need to champion diversity of all sorts – not just men vs. women.

“It is very troubling – the lack of diversity and the lack of diverse men.” If we position it that way, it will be more acceptable (not the macho male image).

It is time for PRSA to address this. How do we bring pieces of difference to the table? And, it goes beyond recruitment. We must also address retention – something the field has not excelled at.

“There must be something systemic going on. What is it? Most people would be terrified to take this on – but we must answer the question: where are the men?”

“You can be oppressed or empowered in your identity. What are men in PR?”

ADDENDUM 4

Survey Quantitative Data

DEMOGRAPHICS

AGE

	TOTAL
18-20	23.4%
21-24	68.8%
25+	7.0%
No answer	1.0%

YEAR IN SCHOOL

	TOTAL
FRESH	5.5%
SOPH	6.3%
JUNIOR	39.8%
SENIOR	48.4%

MAJOR

	TOTAL
AD	32.8%
JOURN	12.5%
PR	35.9%
RTF	18.8%

GENDER BY MAJOR

Number of Respondents			
	MALE	FEMALE	TOTAL
AD	17	25	42
JOURN	5	11	16
PR	22	24	46
RTF	12	12	24

Question 1: The classes in my major are:

GENDER BALANCE IN MAJOR

	AD	JOURN	PR	RTF
Equal	57.1%	47.1%	34.8%	39.1%
Men	0.0%	0.0%	0.0%	60.9%
Women	35.7%	41.2%	56.5%	0.0%
Unsure	7.1%	11.8%	8.7%	0.0%

GENDER BALANCE IN MAJOR

PR ONLY	MEN	WOMEN
Equal	32.0%	37.5%
Men	0.0%	0.0%
Women	54.5%	58.5%
Unsure	13.5%	4.0%

TOTAL	MEN	WOMEN
Equal	44.4%	44.6%
Men	11.1%	10.8%
Women	38.9%	36.5%
Unsure	5.6%	8.1%

Question 2: I consider the gender balance to be a good thing; bad thing; it doesn't matter; no answer

	Ad	JOURN	PR	RTF
Good	59.5%	41.2%	43.5%	21.7%
Bad	0.0%	0.0%	8.7%	0.0%
D/M	35.7%	58.8%	47.8%	78.3%
N/A	4.8%	0.0%	0.0%	0.0%

TOTAL	MEN	WOMEN
Good	50.0%	40.5%
Bad	1.9%	4.1%
D/M	48.1%	52.7%
N/A	0.0%	2.7%

PR ONLY	MEN	WOMEN
Good	60.0%	29.0%
Bad	4.0%	12.5%
DM	36.0%	58.5%

Question 3: I have had sufficient education regarding gender challenges in my field of study

	AD	JOURN	PR	RTF
S/D	7.1%	5.9%	6.5%	4.3%
Disagree	26.1%	23.5%	26.1%	21.7%
Neutral	52.4%	47.1%	39.1%	56.5%
Agree	11.9%	23.5%	23.9%	17.4%
S/Agree	2.4%	0.0%	4.3%	0.0%

PR ONLY	MEN	WOMEN
S/D	5.0%	8.2%
Disagree	18.0%	33.3%
Neutral	41.0%	37.5%
Agree	27.0%	21.0%
S/Agree	9.0%	0.0%

TOTAL	MEN	WOMEN
S/D	7.4%	5.4%
Disagree	18.5%	29.7%
Neutral	50.0%	45.9%
Agree	20.4%	17.6%
S/Agree	3.7%	1.4%

Question 4: Please rank the importance of the following areas in your choice of a major:

4 a. Starting Salary

	Ad	Journ	PR	RTF
Not at all	0.0%	11.8%	0.0%	0.6%
Not very	9.5%	23.5%	6.50%	21.1%
Neutral	26.2%	29.4%	26.0%	28.1%
Somewhat	38.1%	29.4%	45.6%	32.0%
Very	26.2%	5.9%	21.7%	13.3%

4. a.

TOTAL	MEN	WOMEN
Not at all	5.6%	5.4%
Not very	37.0%	6.3%
Neutral	29.6%	27.0%
Somewhat	29.6%	33.8%
Very	16.7%	10.8%

4. a.

PR ONLY	MEN	WOMEN
Not at all	0.0%	0.0%
Not very	13.6%	0.0%
Neutral	31.8%	20.8%
Somewhat	36.4%	54.2%
Very	18.2%	25.0%

4 b. Salary in five years

	Ad	JOURN	PR	RTF
Not at all	0.0%	5.9%	0.0%	4.3%
Not very	0.0%	17.6%	0.0%	13.0%
Neutral	11.9%	29.4%	6.5%	19.5%
Somewhat	33.0%	41.2%	28.0%	35.9%
Very	54.8%	5.9%	65.0%	38.5%

4 b.		
TOTAL	MEN	WOMEN
Not very	3.7%	5.4%
Neutral	22.2%	17.6%
Somewhat	24.1%	44.6%
Very	46.3%	32.4%

4 b.		
PR ONLY	MEN	WOMEN
Not at all	0.0%	0.0%
Not very	0.0%	0.0%
Neutral	13.6%	0.0%
Somewhat	27.3%	29.2%
Very	59.1%	70.8%

4 c. Peak Salary

4 c.	Ad	Journ	PR	RTF
Not at all	0.0%	5.9%	0.0%	0.0%
Not very	0.0%	11.8%	0.0%	4.3%
Neutral	19.0%	11.8%	11.0%	21.7%
Somewhat	33.3%	11.8%	39.0%	30.4%
Very	47.6%	58.8%	50.0%	43.5%

4.c		
TOTAL	MEN	WOMEN
Not at all	1.9%	0.0%
Not very	3.7%	1.4%
Neutral	13.0%	14.9%
Somewhat	37.0%	24.3%
Very	44.4%	59.5%

4.c.		
PR ONLY	MEN	WOMEN
Not at all	0.0%	0.0%
Not very	0.0%	0.0%
Neutral	13.6%	8.3%
Somewhat	36.4%	41.7%
Very	50.0%	50.0%

4 d. Male/ Female balance in the field

	AD	JOURN	PR	RTF
Not at all	11.9%	11.8%	13%	21.7%
Not very	14.3%	5.9%	24.0%	17.4%
Neutral	47.6%	11.8%	54%	34.8%
Somewhat	16.7%	41.2%	9%	17.4%
Very	9.5%	29.4%	0%	8.7%

4 d.

4 d.

TOTAL	MEN	WOMEN
Not at all	4.7%	5.5%
Not very	14.8%	8.1%
Neutral	38.9%	28.4%
Somewhat	9.3%	23.4%
Very	25.9%	21.6%

PR ONLY	MEN	WOMEN
Not at all	13.6%	12.5%
Not very	27.3%	20.8%
Neutral	50.0%	58.3%
Somewhat	9.1%	8.3%
Very	0.0%	0.0%

4 e. Males and Female Balance in Managerial Roles

	AD	JOURN	PR	RTF
Not at all	7.1%	41.2%	11.0%	39.1%
Not very	14.3%	11.8%	19.5%	17.4%
Neutral	50.0%	23.5%	50.0%	26.1%
Somewhat	11.9%	5.9%	13.0%	13.0%
Very	16.7%	13.3%	6.5%	4.3%

4 e.

4 e.

PR ONLY	MEN	WOMEN
Not at all	13.6%	8.3%
Not very	18.2%	20.8%
Neutral	59.0%	41.7%
Somewhat	9.0%	16.7%
Very	0.0%	12.5%

TOTAL	MEN	WOMEN
Not at all	27.8%	12.2%
Not very	18.5%	17.6%
Neutral	40.7%	47.3%
Somewhat	9.3%	13.5%
Very	3.7%	9.5%

4 f. Reputation of the field

	AD	JOURN	PR	RTF
Not at all	2.4%	5.9%	4.4%	4.3%
Not very	0.0%	0.0%	0.0%	2.3%
Neutral	21.4%	11.8%	9.0%	13.3%
Somewhat	42.9%	35.3%	30.6%	37.5%
Very	33.3%	47.1%	60.0%	43.8%

4 f.

TOTAL	MEN	WOMEN
Not at all	4.4%	0.0%
Not very	0.0%	4.1%
Neutral	14.8%	12.2%
Somewhat	42.6%	33.8%
Very	34.2%	50.0%

PR ONLY	MEN	WOMEN
Not at all	5.0%	4.0%
Not very	0.0%	0.0%
Neutral	9.0%	9.0%
Somewhat	41.0%	21.0%
Very	45.0%	75.0%

5. Please rank the following fields in terms of earning potential

5.ADVERTISING

	AD	JOURN	PR	RTF
1- Highest	50.0%	47.5%	28.3%	34.8%
2 - High	40.5%	29.4%	52.2%	47.8%
3 - Lower	17.6%	23.5%	13.0%	17.4%
4 - Lowest	2.4%	0.0%	6.5%	0.0%

5. ADVERTISING

TOTAL	MEN	WOMEN
1- Highest	40.7%	37.8%
2 - High	46.3%	43.2%
3 - Lower	11.1%	14.9%
4 - Lowest	1.9%	4.1%

5. AD

PR ONLY	MEN	WOMEN
1- Highest	41.0%	16.7%
2 - High	41.0%	62.6%
3 - Lower	14.0%	12.5%
4 - Lowest	4.0%	8.2%

5. JOURNALISM

	AD	JOURN	PR	RTF
1- Highest	9.5%	11.8%	4.3%	0.0%
2 - High	4.8%	11.8%	8.7%	17.4%
3 - Lower	28.6%	29.4%	21.7%	26.1%
4 - Lowest	57.1%	47.1%	65.2%	56.5%

5. JOURNALISM

TOTAL	MEN	WOMEN
1- Highest	5.6%	6.8%
2 - High	7.4%	10.8%
3 - Lower	29.6%	23.0%
4 - Lowest	57.4%	59.5%

5. JOURNALISM

PR ONLY	MEN	WOMEN
1- Highest	4.5%	4.0%
2 - High	4.5%	12.5%
3 - Lower	23.0%	21.0%
4 - Lowest	68.0%	62.5%

5.PUBLIC RELATIONS

	AD	JOURN	PR	RTF
1- Highest	23.8%	11.8%	58.7%	21.7%
2 - High	31.0%	47.1%	21.7%	17.4%
3 - Lower	38.1%	17.6%	17.4%	30.4%
4 - Lowest	7.1%	23.5%	2.2%	30.4%

5. PUBLIC RELATIONS

TOTAL	MEN	WOMEN
1- Highest	33.3%	35.1%
2 - High	27.8%	27.0%
3 - Lower	27.8%	25.7%
4 - Lowest	11.1%	12.2%

5. PR

PR ONLY	MEN	WOMEN
1- Highest	50.0%	66.8%
2 - High	27.0%	16.6%
3 - Lower	18.0%	16.6%
4 - Lowest	5.0%	0.0%

5. RTF

	AD	JOURN	PR	RTF
1- Highest	16.7%	29.4%	8.7%	39.1%
2 - High	26.2%	11.8%	17.4%	26.1%
3 - Lower	23.8%	29.4%	47.8%	13.0%
4 - Lowest	33.3%	29.4%	26.1%	18.0%

5. RTF

TOTAL	MEN	WOMEN
1- Highest	20.4%	18.9%
2 - High	22.2%	20.3%
3 - Lower	27.8%	36.5%
4 - Lowest	29.6%	24.3%

5. RTF

PR ONLY	MEN	WOMEN
1- Highest	4.5%	12.5%
2 - High	27.0%	8.5%
3 - Lower	10.0%	50.0%
4 - Lowest	23.0%	29.0%

6. When do you expect to receive your first promotion?

	AD	JOURN	PR	RTF
1 Year	21.4%	17.6%	15.2%	13.0%
1-2 Years	54.8%	47.1%	52.2%	43.5%
3 Years	7.0%	3.9%	30.4%	43.5%
Other	2.4%	5.9%	2.2%	0.0%

TOTAL	MALE	FEMALE
1 Year	27.8%	9.5%
1-2 Years	44.4%	55.4%
3 Years	24.1%	33.8%
Other	3.7%	1.4%

PR ONLY	MEN	WOMEN
1 Year	18.0%	12.5%
1-2 Years	50.0%	54.2%
3 Years	27.0%	33.3%
Other	5.0%	0.0%

7. When do you expect to move into a managerial position?

	AD	JOURN	PR	RTF
1 Year	2.4%	0.0%	6.5%	4.3%
1-2 Years	4.8%	5.9%	17.4%	4.3%
3 Years	64.3%	52.9%	50.0%	52.2%
Other	28.6%	41.2%	26.1%	39.1%

TOTAL	MALE	FEMALE
1 Year	5.6%	2.7%
1-2 Years	11.1%	8.1%
3 Years	51.9%	58.1%
Other	31.5%	31.1%

PR ONLY	MEN	WOMEN
1 Year	5.0%	8.2%
1-2 Years	14.0%	20.8%
3 Years	54.0%	46.0%
Other	27.0%	25.0%

8. How important is the ratio of males-to-females in the field to you in your choice of career?

	AD	JOURN	PR	RTF
Not at all	16.7%	35.3%	8.7%	21.7%
Not very	14.3%	11.8%	23.9%	13.0%
Neutral	38.1%	41.2%	47.8%	43.5%
Somewhat	31.0%	5.9%	15.2%	17.4%
Very	0%	5.9%	4%	4%

TOTAL	MEN	WOMEN
Not at all	27.8%	9.5%
Not very	36.4%	63.6%
Neutral	46.3%	40.5%
Somewhat	7.4%	28.4%
Very	4%	2.7%

PR ONLY	MEN	WOMEN
Not at all	9.0%	8.4%
Not very	23.0%	25.0%
Neutral	54.5%	41.6%
Somewhat	9.0%	21.0%
Very	5%	4%

9. Please indicate your perception regarding the ratio of males-to-females in the following fields

ADVERTISING

	AD	JOURN	PR	RTF
> Men	19.0%	23.5%	34.8%	21.7%
Equal	50.0%	47.1%	37.0%	34.8%
> Women	16.7%	0.0%	10.9%	17.4%
D/Know	14.3%	29.4%	17.4%	26.1%

ADVERTISING		
TOTAL	MEN	WOMEN
> Men	25.9%	25.7%
Equal	44.4%	40.5%
> Women	11.1%	13.5%
D/Know	18.5%	20.3%

ADVERTISING		
PR ONLY	MEN	WOMEN
> Men	32.0%	37.6%
Equal	32.0%	41.7%
> Women	18.0%	4.0%
D/Know	18.0%	16.7%

PUBLIC RELATIONS

	AD	JOURN	PR	RTF
> Men	7.1%	5.9%	6.5%	0.0%
Equal	19.4%	22.2%	34.8%	13.9%
> Women	61.9%	29.4%	52.2%	65.2%
D/Know	14.3%	17.6%	6.5%	13.0%

PUBLIC RELATIONS

TOTAL	MEN	WOMEN
> Men	7.4%	4.0%
Equal	24.1%	31.1%
> Women	61.1%	50.0%
D/Know	7.4%	14.9%

PUBLIC RELATIONS

PR ONLY	MEN	WOMEN
> Men	4.0%	8.2%
Equal	23.0%	46.1%
> Women	64.0%	41.7%
D/Know	9.0%	4.0%

JOURNALISM

	AD	JOURN	PR	RTF
> Men	14.3%	29.4%	19.6%	13.0%
Equal	31.0%	41.2%	56.5%	24.6%
> Women	26.2%	11.8%	13.0%	13.0%
D/Know	28.6%	17.6%	10.9%	8.7%

JOURNALISM

TOTAL	MEN	WOMEN
> Men	22.2%	14.9%
Equal	42.6%	57.4%
> Women	16.7%	17.6%
D/Know	13.0%	20.3%

JOURNALISM

PR ONLY	MEN	WOMEN
> Men	23.0%	16.6%
Equal	64.0%	50.0%
> Women	9.0%	16.7%
D/Know	4.0%	16.7%

RTF

	AD	JOURN	PR	RTF
> Men	35.7%	17.6%	37.0%	69.6%
Equal	32.0%	52.9%	39.1%	30.4%
> Women	2.4%	11.8%	8.7%	0.0%
D/Know	23.8%	17.6%	15.2%	0.0%

RTF		
TOTAL	MALE	FEMALE
> Men	37.0%	41.9%
Equal	46.3%	33.8%
> Women	3.7%	6.8%
D/Know	13.0%	17.6%

PR ONLY		
	MEN	WOMEN
> Men	27.0%	46.0%
Equal	55.0%	25.0%
> Women	4.5%	12.4%
D/Know	13.5%	16.6%

10. How important is the ratio of males-to-females in the management/leadership positions to you in your choice of career?

	AD	JOURN	PR	RTF
Not at all	7.1%	29.4%	8.7%	17.4%
Not very	2.3%	17.6%	19.6%	13.0%
Neutral	47.6%	29.4%	34.8%	43.5%
Somewhat	16.7%	17.6%	28.3%	17.4%
Very	11.9%	5.9%	8.7%	8.7%

TOTAL	MEN	WOMEN
Not at all	18.5%	8.1%
Not very	20.4%	14.9%
Neutral	40.7%	39.2%
Somewhat	18.5%	23.0%
Very	1.9%	14.9%

PR ONLY		
	MEN	WOMEN
Not at all	9.0%	8.3%
Not very	32.0%	8.3%
Neutral	36.0%	33.3%
Somewhat	23.0%	33.3%
Very	0.0%	16.7%

Q. 11. What is your perception of male/female leadership in the following fields?

AD	AD	JOURN	PR	RTF
> Men	31.0%	35.3%	47.8%	17.4%
Equal	50.0%	17.6%	30.4%	43.5%
> Women	7.1%	0.0%	2.2%	8.7%
D/Know	11.9%	47.1%	19.6%	30.4%

AD		
TOTAL	MEN	WOMEN
> Men	29.6%	39.2%
Equal	48.1%	29.7%
> Women	1.9%	6.8%
D/Know	20.4%	24.3%

AD		
PR ONLY	MEN	WOMEN
> Men	36.4%	58.3%
Equal	36.4%	25.0%
> Women	4.5%	0.0%
D/Know	22.7%	16.7%

PR	AD	JOURN	PR	RTF
> Men	16.7%	23.5%	28.3%	4.3%
Equal	21.4%	11.8%	28.3%	26.1%
> Women	47.6%	23.5%	26.1%	52.2%
D/Know	14.3%	41.2%	17.4%	17.4%

PR		
TOTAL	MEN	WOMEN
> Men	20.4%	18.9%
Equal	29.6%	18.9%
> Women	35.2%	39.2%
D/Know	14.8%	23.0%

PR		
PR ONLY	MEN	WOMEN
> Men	36.4%	20.8%
Equal	31.8%	25.0%
> Women	13.6%	37.5%
D/Know	18.2%	16.7%

JOURN	AD	JOURN	PR	RTF
> Men	16.7%	29.4%	39.1%	21.7%
Equal	28.6%	17.6%	32.6%	43.5%
> Women	21.4%	0.0%	4.3%	4.3%
D/Know	33.3%	52.9%	23.9%	30.4%

JOURN		
TOTAL	MEN	WOMEN
> Men	31.5%	24.3%
Equal	31.5%	31.1%
> Women	7.4%	10.8%
D/Know	29.6%	33.8%

JOURN		
PR ONLY	MEN	WOMEN
> Men	50.0%	29.2%
Equal	27.3%	37.5%
> Women	0.0%	8.3%
D/Know	22.7%	25.0%

RTF	AD	JOURN	PR	RTF
> Men	38.1%	52.9%	50.0%	73.9%
Equal	26.2%	0.0%	17.4%	17.4%
> Women	4.8%	0.0%	2.2%	30.4%
D/Know	31.0%	47.1%	0.0%	8.7%

RTF	MEN	WOMEN
> Men	48.1%	52.7%
Equal	27.8%	10.8%
> Women	0.0%	4.1%
D/Know	24.1%	32.4%

RTF	MEN	WOMEN
> Men	45.5%	54.2%
Equal	27.3%	8.3%
> Women	0.0%	4.2%
D/Know	27.3%	33.3%

Q 12 a. Having a male vs. female boss is important to me

	AD	JOURN	PR	RTF
S/Disagree	21.4%	23.5%	26.1%	26.1%
Disagree	21.4%	17.6%	13.0%	21.7%
Neutral	50.0%	58.8%	47.8%	47.8%
Agree	0.0%	0.0%	10.9%	4.7%
S/Agree	7.1%	0.0%	2.2%	3.1%

TOTAL	Male	Female
S/Disagree	31.5%	18.9%
Disagree	16.7%	18.9%
Neutral	46.5%	52.7%
Agree	3.7%	5.4%
S/Agree	1.9%	4.1%

PR ONLY	MEN	WOMEN
S/Disagree	27.3%	25.0%
Disagree	18.2%	8.3%
Neutral	45.5%	50.0%
Agree	9.1%	12.5%
S/Agree	0.0%	4.2%

12 b. Having a female vs. male boss will affect my promotions

	AD	JOURN	PR	RTF
S/Disagree	16.7%	29.4%	21.7%	21.7%
Disagree	26.2%	17.6%	15.2%	17.4%
Neutral	28.6%	41.2%	52.2%	39.8%
Agree	23.8%	11.8%	8.7%	17.2%
S/Agree	4.8%	0.0%	2.2%	2.3%

TOTAL	MEN	WOMEN
S/Disagree	31.5%	13.5%
Disagree	5.0%	18.9%
Neutral	38.9%	40.5%
Agree	7.4%	24.3%
S/Agree	1.9%	2.7%

PR ONLY	MEN	WOMEN
S/Disagree	22.7%	20.8%
Disagree	22.7%	8.3%
Neutral	50.0%	54.2%
Agree	4.5%	12.5%
S/Agree	0.0%	4.2%

12 c. Having a female vs. male boss will affect my salary

12 c.	AD	JOURN	PR	RTF
S/Disagree	21.4%	29.4%	23.9%	23.4%
Disagree	21.4%	17.6%	17.4%	18.8%
Neutral	33.7%	41.2%	52.2%	42.2%
Agree	16.7%	11.8%	6.5%	14.1%
S/Agree	4.8%	0.0%	0.0%	1.6%

TOTAL	MEN	WOMEN
S/Disagree	33.3%	16.2%
Disagree	24.1%	14.9%
Neutral	38.9%	44.6%
Agree	1.9%	23.0%
S/Agree	1.9%	1.4%

PR ONLY	MEN	WOMEN
S/Disagree	22.7%	25.0%
Disagree	31.8%	4.2%
Neutral	40.9%	62.5%
Agree	4.5%	8.3%
S/Agree	0.0%	0.0%

13. Sex Discrimination exists in the following fields

ADVERTISING

13. a	AD	JOURN	PR	RTF
S/Disagree	11.9%	11.8%	13.0%	4.3%
Disagree	19.0%	0.0%	15.2%	26.1%
Neutral	47.6%	64.7%	39.1%	39.1%
Agree	16.7%	17.6%	30.4%	17.4%
S/Agree	4.8%	5.9%	2.2%	13.0%

13.a	ADVERTISING	
TOTAL	MEN	WOMEN
S/Disagree	14.8%	8.1%
Disagree	22.2%	12.2%
Neutral	42.6%	47.3%
Agree	14.8%	27.0%
S/Agree	5.6%	5.4%

ADVERTISING		
PR ONLY	MEN	WOMEN
S/Disagree	14.0%	12.5%
Disagree	23.0%	8.5%
Neutral	45.0%	33.3%
Agree	18.0%	41.7%
S/Agree	0.0%	4.0%

PR

13. b	AD	JOURN	PR	RTF
S/Disagree	14.3%	11.8%	8.7%	8.7%
Disagree	14.3%	0.0%	28.3%	13.0%
Neutral	40.5%	52.9%	34.8%	47.8%
Agree	26.2%	29.4%	26.1%	17.4%
S/Agree	4.8%	5.9%	2.2%	13.0%

13.b.	PR	
TOTAL	MEN	WOMEN
S/Disagree	13.0%	8.1%
Disagree	24.1%	13.5%
Neutral	38.9%	47.3%
Agree	18.5%	23.0%
S/Agree	5.6%	8.1%

PR		
PR ONLY	MEN	WOMEN
S/Disagree	4.5%	12.5%
Disagree	45.5%	12.5%
Neutral	41.0%	29.2%
Agree	9.0%	41.7%
S/Agree	0.0%	4.2%

JOURNALISM

13. c	AD	JOURN	PR	RTF
S/Disagree	11.9%	11.8%	8.7%	4.3%
Disagree	14.3%	5.9%	17.4%	30.4%
Neutral	50.0%	52.9%	45.7%	39.1%
Agree	1.9%	23.5%	21.7%	8.7%
S/Agree	4.8%	5.9%	6.5%	17.4%

13.c.	JOURNALISM	
TOTAL	MEN	WOMEN
S/Disagree	11.1%	8.1%
Disagree	22.2%	13.5%
Neutral	46.3%	47.3%
Agree	13.0%	23.0%
S/Agree	7.4%	8.1%

JOURNALISM		
PR ONLY	MEN	WOMEN
S/Disagree	4.5%	12.5%
Disagree	23.0%	12.5%
Neutral	63.0%	29.0%
Agree	4.5%	37.5%
S/Agree	4.5%	8.5%

RTF

	AD	JOURN	PR	RTF
S/Disagree	9.5%	11.8%	6.5%	4.3%
Disagree	9.5%	0.0%	17.4%	13.0%
Neutral	40.5%	52.9%	34.8%	43.5%
Agree	35.7%	29.4%	34.8%	26.1%
S/Agree	4.8%	5.9%	6.5%	13.0%

13.d.	RTF	
TOTAL	MEN	WOMEN
S/Disagree	9.3%	6.8%
Disagree	20.4%	5.4%
Neutral	33.3%	45.9%
Agree	31.5%	33.8%
S/Agree	42.2%	57.8%

RTF		
PR ONLY	MEN	WOMEN
S/Disagree	5.0%	8.3%
Disagree	32.0%	4.2%
Neutral	36.0%	33.3%
Agree	27.0%	41.7%
S/Agree	0.0%	12.5%

14. Please rank the following fields in terms of reputation (status):

ADVERTISING

14.a	AD	JOURN	PR	RTF
Low	7.1%	5.9%	4.3%	0.0%
S/Low	7.1%	0.0%	4.3%	8.7%
Moderate	28.6%	29.4%	15.2%	34.8%
S/High	40.5%	29.4%	56.5%	47.8%
High	16.7%	35.3%	19.0%	8.7%

ADVERTISING

TOTAL	MEN	WOMEN
Low	5.6%	4.1%
S/Low	28.6%	71.4%
Moderate	24.1%	25.7%
S/High	48.1%	44.6%
High	18.5%	18.9%

ADVERTISING

PR ONLY	MEN	WOMEN
Low	4.0%	4.2%
S/Low	0.0%	8.3%
Moderate	14.0%	16.6%
S/High	59.0%	54.2%
High	23.0%	16.7%

PR	AD	JOURN	PR	RTF
Low	9.5%	5.9%	4.3%	0.0%
S/Low	19.0%	0.0%	10.9%	4.3%
Moderate	28.6%	23.5%	26.1%	43.5%
S/High	23.8%	29.4%	21.7%	43.5%
High	19.0%	41.2%	37.0%	3.7%

PR	MEN	WOMEN
Low	3.7%	6.8%
S/Low	14.6%	8.1%
Moderate	33.3%	27.0%
S/High	22.2%	31.1%
High	25.9%	27.0%

PR ONLY	MEN	WOMEN
Low	4.5%	4.2%
S/Low	18.0%	4.2%
Moderate	18.0%	33.3%
S/High	13.0%	29.2%
High	45.5%	29.2%

JOURNALISM

14.c.	AD	JOURN	PR	RTF
Low	4.8%	0.0%	4.3%	0.0%
S/Low	26.2%	5.9%	17.4%	21.7%
Moderate	42.9%	29.4%	41.3%	26.1%
S/High	19.0%	17.6%	30.4%	34.8%
High	7.1%	47.1%	6.5%	17.4%

JOURNALISM

TOTAL	MEN	WOMEN
Low	0.0%	5.4%
S/Low	14.8%	23.0%
Moderate	44.4%	32.4%
S/High	29.6%	23.0%
High	11.1%	16.2%

JOURNALISM

PR ONLY	MEN	WOMEN
Low	0.0%	8.2%
S/Low	14.0%	21.0%
Moderate	50.0%	33.3%
S/High	27.0%	33.3%
High	9.0%	4.2%

RTF

14.d.	AD	JOURN	PR	RTF
Low	2.4%	0.0%	2.2%	0.0%
S/Low	7.1%	11.6%	8.7%	0.0%
Moderate	47.6%	17.6%	34.8%	21.7%
S/High	31.0%	29.4%	34.8%	39.1%
High	11.9%	41.2%	19.6%	39.1%

RTF

TOTAL	MEN	WOMEN
Low	0.0%	2.7%
S/Low	7.4%	6.8%
Moderate	29.6%	37.6%
S/High	33.3%	33.8%
High	29.6%	18.9%

RTF

PR ONLY	MEN	WOMEN
S/Disagree	0.0%	4.2%
Disagree	9.0%	8.3%
Neutral	36.0%	33.3%
Agree	32.0%	37.5%
S/Agree	23.0%	16.7%

15. Based on your knowledge, has the reputation of each field changed in the past 10 years?

ADVERTISING

	AD	JOURN	PR	RTF
Decrease	2.4%	0.0%	2.2%	0.0%
S/Decrease	7.1%	5.9%	2.2%	17.4%
No Change	33.3%	64.7%	41.3%	43.5%
S/Increase	33.3%	11.8%	39.1%	21.7%
Increase	23.8%	17.6%	15.2%	17.4%

ADVERTISING

TOTAL	MEN	WOMEN
Decrease	3.7%	0.0%
S/Decrease	0.0%	12.2%
No Change	51.9%	35.1%
S/Increase	27.8%	32.4%
Increase	16.7%	20.3%

ADVERTISING

PR ONLY	MEN	WOMEN
Decrease	5.0%	0.0%
S/Decrease	0.0%	4.2%
No Change	41.0%	41.7%
S/Increase	36.0%	41.7%
Increase	18.0%	12.4%

PR

	AD	JOURN	PR	RTF
Decrease	0.0%	0.0%	2.2%	0.0%
S/Decrease	9.5%	0.0%	8.7%	6.3%
No Change	38.1%	52.9%	28.3%	41.4%
S/Increase	33.3%	17.6%	37.0%	31.3%
Increase	19.0%	29.4%	23.9%	20.3%

PR

TOTAL	MEN	WOMEN
Decrease	1.9%	0.0%
S/Decrease	5.6%	6.8%
No Change	42.6%	40.5%
S/Increase	27.8%	33.8%
Increase	22.2%	18.9%

PR

PR ONLY	MEN	WOMEN
Decrease	5.0%	0.0%
S/Decrease	9.0%	8.3%
No Change	18.0%	37.5%
S/Increase	36.0%	37.5%
Increase	32.0%	16.7%

JOURNALISM

	AD	JOURN	PR	RTF
Decrease	4.8%	5.9%	17.4%	13.0%
S/Decrease	23.8%	5.9%	21.7%	8.7%
No Change	40.5%	47.1%	50.0%	43.5%
S/Increase	26.2%	23.5%	8.7%	21.7%
Increase	4.8%	17.6%	2.2%	13.0%

JOURNALISM

TOTAL	MEN	WOMEN
Decrease	11.1%	10.8%
S/Decrease	20.4%	16.2%
No Change	55.6%	37.8%
S/Increase	1.9%	31.1%
Increase	11.1%	4.1%

JOURNALISM

PR ONLY	MEN	WOMEN
Decrease	18.0%	16.7%
S/Decrease	27.0%	16.7%
No Change	50.0%	50.0%
S/Increase	0.0%	16.6%
Increase	5.0%	0.0%

RTF

	AD	JOURN	PR	RTF
Decrease	2.4%	0.0%	4.3%	4.3%
S/Decrease	7.1%	5.9%	8.7%	7.8%
No Change	45.2%	47.1%	47.8%	45.3%
S/Increase	38.7%	23.5%	34.8%	32.8%
Increase	7.7%	23.5%	4.3%	1090.0%

RTF

TOTAL	MEN	WOMEN
Decrease	3.7%	2.7%
S/Decrease	7.4%	8.1%
No Change	50.0%	41.9%
S/Increase	25.9%	37.8%
Increase	13.0%	9.5%

RTF

PR ONLY	MEN	WOMEN
Decrease	4.5%	4.2%
S/Decrease	4.5%	12.5%
No Change	50.0%	45.8%
S/Increase	32.0%	37.5%
Increase	9.0%	0.0%