Finding Aid

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

Overview 3
Use Restrictions 3
Organization 3
Brief Biography 4
Brief Bibliography 5
Notes to Users 5
Series I. Public Administration PR: Chronological Files 6
Series II. Public Administration PR: Subject Files (particularly public reporting) 78
Series III. Public Administration PR: Research Documentation and Records from Mordecai’s Writings (Selected) 87
Series IV. NGO/Nonprofit PR: Chronological Files 109
Series V. NGO/Nonprofit PR: Research Documentation and Records from Mordecai’s Writings (Selected) 129
Series VI. Recommended Research Methodology for PR History: Triangulation 133
Addendum A. Bibliography of Mordecai Lee’s Writings on Government and NGO PR 137
Addendum B. Bibliography of James McCamy’s Writings on Government PR 143
Overview

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

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

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

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

Organization

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

Series I. Public Administration PR: Chronological Files
These consist of folders in a sub-series numbered 1-13. They are organized by decade, beginning in the 1900s and ending in the 2010s.

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

Series III. Public Administration PR: Research Documentation and Records from Mordecai’s Writings (Selected)
These consist of folders in a sub-series numbered 1-27 and contain the documentation and background materials Mordecai collected for some of his books, articles and chapters on government public relations in the US.

Series IV. NGO/Nonprofit PR: Chronological Files
These consist of folders in a sub-series numbered 1-11 and organized by decade, beginning in the 1900s and ending in the 2010s.
Series V. NGO/Nonprofit PR: Research Documentation and Records from Mordecai’s Writings (Selected)
These consist of folders numbered 1-3 and contain the documentation and background materials Mordecai collected for some of his books, articles and chapters on NGO public relations in the US.

Series VI: Recommended Research Methodology for PR History: Triangulation
This folder contains information on triangulation, the research methodology Mordecai found to be particularly useful in writing PR history.

Brief Biography

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

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

1966-70: Bachelor of Arts, Phi Beta Kappa, major: Political Science, University of Wisconsin-Madison. (For the fall term of 1968 [in American parlance his junior year], Mordecai attended the University of Warwick as part of an exchange program for students interested in studying history.)
1971-72: Doctoral studies in public administration and government communication, Syracuse University (NY)
1972-74: Guest Scholar, Brookings Institution, Washington, DC
1975-76: Legislative Assistant, Congressman Henry Reuss (WI-5th District), Washington, DC
1976, 1978, 1980: Elected to two-year terms the Wisconsin State Legislature’s State Assembly from a district in Milwaukee
1982, 1986: Elected to four-year terms in the Wisconsin State Legislature’s State Senate from a district in Milwaukee
1988-89: Appointed by the Mayor of Milwaukee to a one-year term on the Milwaukee Metropolitan Sewerage Commission
1990-97: NGO Executive Director: Jewish Community Relations Council of Milwaukee
1997-2002: Assistant Professor of Governmental Affairs, School of Continuing Education, University of Wisconsin-Milwaukee (UWM)
2002-06: Associate Professor of Governmental Affairs, School of Continuing Education, UWM
2006-14: Professor of Governmental Affairs, School of Continuing Education, UWM
2015-2018: Professor of Urban Planning, School of Architecture and Urban Planning, UWM

Brief Bibliography

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

Notes to Users of this Finding Aid

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

Subseries 1: 1900-1910s

File 1: Government Documents and Publications
- January 20, 1906: Executive Order 397: President Theodore Roosevelt directs federal agencies to write shorter and more readable annual reports.
- June 5, 1907: Executive Order 644: President Theodore Roosevelt permits hiring an information director in the Department of Commerce and Labor outside civil service hiring procedures. Attached: related media coverage.
- June 29, 1909: Executive Order 1101: President William H. Taft permits hiring a publicity agent in the Department of Agriculture outside civil service hiring procedures.
- April 13, 1917: Executive Order 2594: President Woodrow Wilson creates the Committee on Public Information (CPI).

File 2: Newspaper Articles
- “Mayor for Publicity,” *NY Tribune*, March 2, 1906, 5.
- “Cities that Advertise – And How They Do It,” *NY Times*, April 11, 1909, SM (Sunday Magazine) 9.
- “More About Private Publicity,” *NY Tribune*, April 13, 1918, 12.

File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines
- Rufus E. Miles, “The Relation of Health Budgets to Health Efficiency,” *Public Health Papers and Reports* 33, Part I (1908) 204-08.
File 4: Chapters and Excerpts from Books

  - Frontmatter
  - Chap. 2: Clinton R. Woodruff, “The Wide Scope of Municipal Improvement”
  - Chap. 6: Clinton R. Woodruff, “The New View of Municipal Government”
  - Chap. 8: William H. Allen, “Existing Agencies of Municipal Service Training”

File 5: Other: none

Subseries 2: 1920s

File 1: Government Documents and Publications


File 2: Newspaper Articles

- “Post for Henry Sudyam: Correspondent Named Chief of State Department Publicity,” *NY Times*, April 29, 1921, 11.
- “City All Ready to Hire its Publicity Expert,” *NY Times*, April 18, 1925, 25.
- “Moderation in the Treasury” (editorial), *NY Times*, September 27, 1927, 16.
- “Treasury Officials Charged for Talks,” *NY Times*, October 2, 1927, 16.

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

- “Street Cars Carry Publicity for City Ordinances,” *American City* 24:1 (January 1921) 59.
File 4: Chapters and Excerpts from Books

- Leonard D. White, *Introduction to the Study of Public Administration* [1st ed.] (NY: Macmillan, 1926). Note: This was the first American textbook in public administration.

File 5: Other


Subseries 3: 1930s

File 1: Government Documents and Publications

- Albert D. Stedman, Assistant Administrator [for PR], Agricultural Adjustment Administration (AAA), US Department of Agriculture:
  - “Informing the Public about the A.A.A.,” paper presented at the annual conference of the American Political Science Association, December 27, 1934.
- Congressional debate about funding a Division of Information in the Department of Interior. *Congressional Record* 83:3 (February 28, 1938) 2544-45.
• Radio Studio of the Interior Department photos, undated (probably 1939-40), Library of Congress.
• “Public Relations Aspect of the Program,” Report from the US Civil Service Commission to the President on plans in case of war, October 4, 1939. From the FDR Presidential Library, Hyde Park, NY.

File 2: Newspaper Articles
• “Publicity Director Tests Due,” LA Times, May 4, 1931, A10.
• Raymond Clapper, “Between You and Me” (column), Washington Post, July 9, 1935, 2.
• “Interior Department Plans Studios for Bureau Talks” (Radio Comment column), [Boston] Christian Science Monitor, April 22, 1936, 8.
• “Professional Touch,” Time magazine, August 22, 1938, 33.
• Rodney Dutcher, “Interior Department Sets Up $100,000 Radio Layout for Rehearsals Only” (syndicated national column), Syracuse [NY] Herald, September 16, 1938, 21.

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

Notes to Users:
• A general reminder that this collection mostly omits the major peer-review academic publications in public relations and public administration. Relevant historical articles are relatively easy to identify and download from the JSTOR database.
• In particular, users are likely to have digital access to the UK-based journal Public Administration. FYI that it published eight pieces on the role of external communication in public administration between January, 1931 and July, 1935.

• “A City Manager’s Contact with the Public,” Public Management 13:7 (July 1931) 235-38.
• Harold D. Lasswell, review of The Propaganda Menace by Frederick E. Lumley, American Journal of Sociology 39:4 (January 1934) 542-43.
  o Elisha Hanson, “Official Propaganda and the New Deal,” 176-86.
• E. S. Wengert, “TVA Enlists Local Cooperation,” *Public Opinion Quarterly* 1:2 (April 1937) 97-101. This article is likely based on his dissertation which focused on TVA. For dissertation, see File 5 below.
• Fred E. Merwin, “Public Relations and the State Government,” *Journalism Quarterly* 14:4 (December 1937) 342-52.
• Arch A. Mercey, “Teaching Social Studies through Documentary Films,” *Journal of Higher Education* 10:6 (June 1939) 303-08.

File 4: Chapters and Excerpts from Books
• *Conference on the Press* (proceedings), School of Public and International Affairs, Princeton University, April 1931. Comments by Henry Sudyam, former State Department chief of information and subsequent discussion.
• Bernard C. Schoenfeld, “We Become a Nation” (script of Interior Department fictional radio drama), broadcast February 11, 1939, part of the department’s series “What Price America.” *Best Broadcasts of 1938-39*, edited by Max Wylie (NY: McGraw-Hill, 1939) 473-98. **Note:** For scripts of Interior Department radio plays criticizing oil companies, see below Subseries 4, File 1. For radio dramas from the Division of Information of the Office for Emergency Information, see Subseries 4, File 4. For the script of the Interior Department’s dramatized radio annual report, see Series III, Subseries 27.

**File 5: Other**
• E. S. Wengert, “The Public Relations of Selected Federal Administrative Agencies,” Ph.D. dissertation, University of Wisconsin-Madison, 1936 (bibliographic entry only). Includes Mordecai’s 1970s handwritten notes. For a published article, likely from his dissertation research, see File 3 above.
• Paper-clipped packet of materials about the US Travel Bureau, Department of the Interior, 1937-1948. The bureau was mostly a publicity and PR office to promote tourism in the US.
• Footnote referring to “Report of a Conference on the Relations of Personnel Problems and Public Relations,” February 3, 1938, at the Brookings Institution, Washington, DC, sponsored by the Littauer Center of Public Administration, Harvard University. **Note:** Mordecai was unable to locate this report.
• Annual conference schedule including two panels on “Public Opinion” organized by Harwood L. Childs. Kenneth Colegrove, “Thirty-fourth Annual Meeting,” *APSR* 33:1 (February 1939) 92, 94.
• References to studies on public relations in government. Committee on Public Administration, Social Science Research Council, *Review of Activities, 1935-39; Suggestions for Future Programs* (mimeograph), October 1939, 6, 19. **Note:** Mordecai was unable to locate these reports.
Subseries 4: 1940s

File 1: Government Documents and Publications

- Pere Lorenz (Director), *The Fight for Life*, US Film Service, 1940 (bibliographic information).
- Scripts of Interior Department radio dramas (excluding “We Become a Nation” above in Subseries 3, File 4 and the dramatized radio annual report in Series III, Subseries 27):
  - “Propaganda of the Interior Department,” *Congressional Record* 86:13 (March 1, 1940) 1123-25.
  - Bibliographic information only: WorldCat/OCLC entries for Interior Department radio dramatizations and broadcasts, 1938-41 (?).
- Department of Interior, Division of Information, *Experiment... by Schools, Radio, and Government* (Washington DC: GPO, 1941).

• Commission on Organization of the Executive Branch of Government (aka the First Hoover Commission):
  - Commission on Organization of the Executive Branch of the Government (aka the First Hoover Commission):


File 2: Newspaper Articles
- “Urge Broadcasts as Aid in Defense,” *NY Times*, June 9, 1940, 12.
- Richard Scholz, “Extreme Care Urged in Picking Publicity Men” (9 to 4:30 daily column), *Washington [Daily] News*, August 13, 1941. (The Onslow article he refers to is in File 1 above.)
- “Roosevelt to Hear Nation on Records,” *NY Times*, January 29, 1942, 17.

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

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

- Arch A. Mercey, ed., “The Federal Film” (monthly department), *The Educational Screen*:
  - 19:1 (January 1940) 22.

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

“Giving the Citizens a Chance to See Their City in Action,” American City 56:5 (May 1941) 53. (Index listing only.)
• L. V. Howard, “The Agricultural Referendum,” PAR 2:1 (Winter 1942) 9-26. “Role of the Department of Agriculture” in persuading farmers to approve proposed policy in a referendum. (See also writings by Alfred Stedman above, Subseries 3, File 1.)
• Lowell Lawrance, “Municipal Service Bureau Satisfies Vexed Citizens,” American City 57:9 (September 1942) 49-50.
• George Creel, “I am Ashamed to Give the Figure’,” Nation’s Business 30:10 (October 1942) 33, 113.
• “Government Poll,” Tide 16:23 (December 1, 1942) 42-44.
• “Bricker Attacks Government’s $100,000,000 Publicity Staff,” The American Press 61:9 (November 1943) 4.
• Larry Carl, “Visit to a U.S. Gov’t Television Studio,” Televisor 1:3 (Spring 1945) 26.
• James J. Butler, “Tabor Blast on Press Agents Fails to Excite Washington,” Editor & Publisher 79:49 (November 30, 1946) 10, 60.
• “Studies Made of Recruiting Publicity,” Civil Service Assembly Newsletter 13:7 (July 1947) 25.
• “Women’s Bureau,” Tide 21:42 (October 17, 1947) 68-70.


• “Gonorrhea Campaign,” *Tide* 22:31 (July 30, 1948) 47.

• “Milwaukee Stresses Public Relations,” *Civil Service Assembly Newsletter* 14:11 (November 1948) 42.


**File 4: Chapters and Excerpts from Books**


• (UK) *War Begins at Home*, edited by Tom Harrison and Charles Madge (London: Chatto & Windus, 1940). Also attached is the directory of the publications of the Mass-Observation Archive.

• Scripts of fictional radio dramas presented by the Division of Information of the Office for Emergency Management: “Prague is Quiet” by Lewis Jacobs and “What We Defend” and “Independence Hall” by Bernard C. Schoenfeld. In *One Hundred Non-Royalty Radio Plays*, edited by William Kozlenko (NY: Greenberg, 1941) 151-55, 305-313, 497-504. Note: For text of Interior Department radio plays criticizing oil companies, see above Subseries 4, File 1. For the dramatized radio annual report of the Interior Department, see Series III, Subseries 27. For Schoenfeld’s “We Become a Nation,” see above Subseries 3, File 4.


• William E. Mosher (chair), *Public Relations of Public Personnel Agencies; A Report Submitted to the Civil Service Assembly by the Committee on Public Relations of Public Personnel Agencies* (Chicago: Civil Service Assembly of the United States and Canada, 1941). For Herman Beyle’s contributions to the report, see Series III, Subseries 18, File 1.


• Martin Kriesberg, “The Regional Information Officer.” Inter-University Case Program: Cases in Public Administration and Policy Formation, No. 19. Tuscaloosa: University of Alabama Press, 1953). The case relates to events during WWII, so it is included here.


• *Public Relations in Action: Case Studies from the First Annual Awards Competition of the American Public Relations Association*, edited by Philip Lesley (Chicago: Ziff-Davis, 1947):
  - Chap. 8: Ben Stern, “Civil Aeronautics Administration, Office of Aviation Administration”
  - Chap. 27: “United States Coast Guard”


File 5: Other
• “Public Relations,” Check List of Current Research in Public Administration, Committee on Public Administration of the Social Science Research Council:
  o December 1940: 3rd ed., 12
  o December 1941: 4th ed., 17
  o December 1943: 5th ed., 24
  o November 1947: 27 (Chicago: Public Administration Service)
• Marshall E. Dimock, “Public Relations in Government: Study Outline.” Probably 1941 or 1942. Located in “Public Relations” File, Marshal Dimock Papers, FDR Presidential Library. He prepared it when he was President of the Washington chapter of the Society for the Advancement of Management, while serving in the federal government during WWII as Associate Commissioner of the Immigration and Naturalization Service, US Justice Department. Perhaps he prepared it for a workshop or training program of the Society.
• WorldCat/OCLC bibliographic entries:

Subseries 5: 1950s

File 1: Government Documents and Publications

File 2: Newspaper Articles
• “M’Carthy Studies ‘Subsidy’ to Press,” NY Times, April 14, 1953, 16.
• Henry Sudyam as press spokesperson (not assistant secretary for public affairs) for State Department, 1953-55. Paper-clipped packet.
• Michael Beschloss, “How Santa Claus Ended Up on NORAD’s Radar,” NY Times, December 20, 2015, BU-5. (Placed here because it recounts events in December, 1955.)

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

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

• “The Propaganda Activities of Big Government Under Scrutiny” (Feature of the Month), Congressional Digest 30:5 (May 1, 1951) 131-60.
• Robert Ramspeck, “Civil Service PR,” Public Relations Journal 8:6 (June 1952) 8-10, 18.
• “Bernays Urges Revision of Armed Services PR,” Tide 27:3 (January 16, 1953) 34-35.
• (UK) Ian Harvey, “Democracy can be Safeguarded by Public Relations,” Public Relations 7:2 (January 1955) 11-12.

  - (Pan Dodd Eimon, “Public Relations and City Government,” 140-41. See Series III, Subseries 12, File 4.)

File 4: Chapters and Excerpts from Books
- Barney Oldfield, *Never a Shot in Anger* (NY: Duell, Sloan and Pearce, 1956). Author was a PR officer for the US Army in Europe during WWII.
• Robert Lindsay, *This HIGH Name: Public Relations and the U.S. Marine Corps* (Madison: University of Wisconsin Press, 1956).


• Bibliographic information or front-matter only:

File 5: Other


• WorldCat/OCLC bibliographic entries:

Subseries 6: 1960s

File 1: Government Documents and Publications


• May-June 1963: US Department of Agriculture (USDA) conducts referendum on wheat policy for wheat farmers to vote on:
  o May 8 & 22, 1963: Comments by President Kennedy at press conferences
  o June 19, 1963: Minnesota Congressman complains about the department’s PR effort to lobby farmers to vote yes.
  o June 25, 1963: Wisconsin Congressman complains about the department’s PR effort to lobby farmers to vote yes.

• August 6, 1963: Memo from Bud Lyon, to Edwin R. Bayley, Agency for International Development (AID), Subject: Public Information Staffing in other Agencies.

• 1966-69: Senate Appropriation Committee presses the National Institutes of Health (NIH) to increase its PR program:


• March 1, 1968: US House, Committee on Appropriations, Subcommittee on Department of Defense, Department of Defense Appropriations for 1969, Part 1, public hearings. 90th Cong., 2nd sess., 1029-32. Includes Navy stating that a goal of its PR program is to generate support for the Vietnam War (1032).


File 2: Newspaper Articles


• April, 1965: Paper-clipped articles about NY Police Department’s Deputy Commissioner for Community Relations.


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

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

• Eva Aronfreed, “Understanding Municipal Public Relations,” PR: Quarterly Review of Public Relations 5:4 (Fall 1960) 2-10. (In Subseries 5 [1950s] above, see her earlier article in this journal and her dissertation.)
• “State PR Sessions for Welfare Officials,” Thirteen Thirteen [publication of the Center for Public Administration at the University of Chicago; the building’s number in its street address was 1313] 2:4 (March-April 1967) 4.
• Carlton E. Spitzer, “Goofs, Flak, and Public Policy” (speech), Rotary Club of Houston (TX), May 1, 1969.

File 4: Chapters and Excerpts from Books
- The Public Relations of Local Governments, conference proceedings (The Hague, Netherlands: Martinus Nijhoff for the International Union of Local Authorities, 1962), including:
  - Lee K. Jaffe, “Public Relations in Local Government” (first two pages only)
  - Lee S. Corter, “Public Relations Objectives and Issues” (first page only)
  - Abe S. Rosen, “Public Relations Activities and Means” (first two pages only)
- Andrew Berding, Foreign Affairs and You! How American Foreign Policy is Made and What it Means to You (Garden City, NY: Doubleday, 1962). He was Assistant Secretary of State for Public Affairs during the Eisenhower administration.
- 1963 public service campaign by the Post Office Department when introducing ZIP codes: Devin Leonard, Neither Snow Nor Rain: A History of the United States Postal Service (NY: Grove, 2016) 142. Placed here because this is when the campaign occurred.

• Martha Derthick, The National Guard in Politics (Cambridge, MA: Harvard University Press, 1965.) Discussion of PR, propaganda and lobbying. (Mordecai got to know Derthick when both were at the Brookings Institution when he was there in 1972-74, including playing volleyball together on Sundays!)


• John P. Leacacos, Fires in the In-Basket: The ABC’s of the State Department (Cleveland, OH: World, 1968).


  - Carlton E. Spitzer, “Information and Policy,” 49-65
  - William G. McNamara, “Communicating at the Grassroots,” 141-59
  - Roy L. Swift, “Using Special Events,” 271-86
  - Bibliography, 341-47


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


**File 5: Other**

- WorldCat/OCLC bibliographic entries:
  - The Governor and Public Information; Selected Methods Employed by Governors’ Offices in Communicating with the Public (Chicago: Council of State Governments, 1961).
  - United States Conference of Mayors, *Community Relations Service*, serial, 1965-66 (?).
Subseries 7: 1970s

File 1: Government Documents and Publications

- May 13, 1970: Navy testifies before Congress that the goal of its PR program is to generate public support for itself. US Senate, Committee on Appropriations, *Department of Defense Appropriations for Fiscal Year 1971*, Part 1, public hearings. 91st Cong., 2nd sess., 947, 950.
- April 9, 1971: Speech by Lynn Seeber, General Manager of the Tennessee Valley Authority (TVA), on importance of public relations, 4-5, 9-10. (As part of his graduate studies in public administration, Mordecai was an administrative intern at the TVA’s headquarters office in Knoxville [TN] in the summer of 1971.)
- 1971: Effort to compile directory of federal PR personnel by the Subcommittee on Foreign Operations and Government Information, House Committee on Government Operations:
  - Mary 26, 1971: Sample form letter from William S. Moorhead, Subcommittee Chair, to Secretary of State George Shultz
  - November 12, 1971: draft list compiled with responses
  - Part V: “Public Information Experts” and FOIA
  - Part VII: “Public Information versus Publicity”
  - Part X: Legislative Recommendations: revise current federal limitations on PR to upgrade federal agency PR (p. 84).
  - Rep. Abzug’s views on sex discrimination in staffing (pp. 87-89).
Text deleted by the full Committee from the Subcommittee’s draft as too partisan: “The Public Information Professionals.” This deleted section would have been placed right after p. 63 of the published report.

Early draft of the deleted section from the subcommittee: “The Government Information Elite”

- June 12, 1973: confirmation hearing for Lewis M. Helm to be Assistant Secretary for Public Affairs of the Department of Health, Education and Welfare. US Senate, Committee on Finance, Nominations of James S. Dwight, Jr., William A. Morrill, and Lewis M. Helm, public hearings. 93rd Cong., 1st sess.

File 2: Newspaper Articles and National TV News Networks

- “Crisis Spokesman” (profile of State Department spokesman Robert McCloskey), Newsweek, October 5, 1970, 106.
- Mike Causey, “Federal Diary” (daily column), Washington Post (paper-clipped):
- “Gibson Questioned Over Paper,” NY Times, June 13, 1972, 47. (Direct contact by gov to citizens, gazette-style publication; bypassing the media.)
- Commentaries aired during news broadcasts of national TV networks (transcripts):
  - Howard K. Smith, December 20, 1972, ABC Evening News
  - David Brinkley, January 3, 1973, NBC Nightly News
  - David Brinkley, January 17, 1973, NBC Nightly News

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

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


• “Gov’t PIOs rate media news coverage,” Editor & Publisher 110:50 (December 10, 1977).


File 4: Chapters and Excerpts from Books


• Location of public affairs officer in NASA’s Missions Operation Control Room: Norman Mailer, Of a Fire on the Moon (NY: Signet, 1970) 262.


  - Chap. 27: Joseph S. Rosapepe, “Newspapers,” 671-703
  - (Not in packet: Chap. 11: Anthony Dreyer, “Military,” 219-__)


• Bibliographic entries (paper-clipped):

File 5: Other


• Kalman B. Druck, “Public Relations – An Idea Whose Time has Come,” address to Public Relations Society of America, Washington DC, November 16, 1971 (mimeograph).

• Samuel J. Archibald, syllabus and bibliography for course “Public Relations and Government,” American University, Fall 1971.

• Professor (and Dean) Ray E. Hiebert, syllabus and bibliography for course Journalism 420: “Government and Mass Communications,” University of Maryland (College Park campus), Fall 1972.


• Robert J. McCloskey (State Department spokesperson), Address to National Press Club, Washington, DC, May 10, 1973 (mimeograph).

• Joyce Morrison, “Government Information -- Endangered Species,” from the mid-1970s, about 1973. She was the public information officer of the Federal Power Commission and was active in the Government Information Organization (GIO). This was probably a draft for an article or speech (perhaps at a GIO monthly meeting), but apparently it was never delivered or published. Mordecai obtained it while doing his dissertation research in 1972-74 at the Brookings Institution.


• Correspondence between Scott Cutlip and Mordecai, 1974-75.

Subseries 8: 1980s

File 1: Government Documents and Publications


File 2: Newspaper Articles


• Coverage related to Richard C. Hottelet as spokesperson for US Mission to the UN, 1985-87 (paper-clipped):
File 3: Articles in Academic Journals, Professional Publications, and Lay Magazines

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

- Sharon Dunwoody and Michael Ryan, “Public Information Persons as Mediators between Scientists and Journalists,” *Journalism Quarterly* 60:4 (Winter 1983) 647-656.


File 4: Chapters and Excerpts from Books

• Herbert G. Klein, *Making It Perfectly Clear* (Garden City, NY: Doubleday, 1980. (He had been head of the White House Office of Communications in President Nixon’s first term.)


• Lewis M. Helm, Ray Eldon Hiebert, Michael Naver and Kenneth Rabin (eds.), *Informing the People* (NY: Longman, 1981). Sample of relevant chapters:
  o Chap. 22: Lewis M. Helm, “Meeting the Problems of Crisis,” 202-04
  o Chap. 30: Lewis M. Helm, “HHS [Health and Human Services department]: A Public Affairs Conglomerate,” 272-82.


File 5: Other
• Bibliographic information or front-matter only (paper-clipped):
  o (Belgium) International Institute of Administrative Sciences (IIAS), list of papers from Tunis Round Table on government PR, September 1985.

Subseries 9: 1990s

File 1: Government Documents and Publications

n.d. (about 1994-95): “7-Step Guide to Creating a Public Outreach Plan,” Communication and Education Team, Land and Forestry Division, Wisconsin Department of Natural Resources. Sample plans include “Forester preparing for a 2nd grade classroom visit” and “Sustainable Forestry Message to Agricultural Education Educators” at the high-school level.


September 8, 1997: State Department holds a Town Meeting in Milwaukee (WI).

1999: US Postal Service, “Know Fraud” postcard delivered to all residents. Campaign against fraudulent telemarketers.

May 14, 1999: GAO, “Forest Service Violations” of limitations on agency legislative advocacy, B-281637; and related media coverage.

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


Reuters, “Fla. [Florida] lawmakers get tough on gun crimes,” *USA Today*, April 1, 1999, 7A.


• Carrie Antlfinger, “Government, private agencies join to fight fraud: Mass mailing aims to make consumers better able to spot fraudulent offers,” Milwaukee [WI] Journal Sentinel, November 20, 1999, 2B.
• “Unemployment Insurance Special Claims Hours” (ad), Milwaukee [WI] Journal Sentinel, December 19, 1999, 15A.

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

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

• Thomas W. Kell, “Communication: Public Administration’s Forgotten Art” (review of James L. Garnett, Communicating for Results in Government), Public Manager 21:3 (Fall 1992) 60-61.
• Philip Kotler, Donald Haider and Irving Rein, “There’s No Place Like Our Place!” PM. Public Management 76:2 (February 1994) 15-18.
• (Canada) Joanne D. Leck and Marie-Claire Brunet, “Public Awareness Programs and Non-Traditional Career Choices among Women,” Canadian Public Administration 37:2 (Summer 1994) 351-64.


• William C. Adams, “Marrying the Functions: The Importance of Media Relations in Public Affairs Planning,” *Public Relations Quarterly* 40:3 (Fall 1995) 7-11.


• Bob Cleary, “From the Section Chair,” *SPAE [Section on Public Administration Education {of the American Society for Public Administration}] Forum* 7:4 (June 1997) 1, 9. Re absence of communication from public administration curriculum.


• Sharon Berry, “We Have a Problem… Call the Press!” PM. Public Management 81:4 (April 1999) 4-9.

File 4: Chapters and Excerpts from Books


  - Chap. 4: Elizabeth K. Kellar, “Communicating with Elected Officials”
  - Chap. 5: Mark Hughes, “Employees: The Local Government Team”
  - Chap. 7: Kenneth M. Wheeler, “Communication Planning and Staffing”
  - Chap. 9: Frederick Talbott, “Effective Presentations”


  - Chap. 6: John Cole-Morgan, “Public Relations in Central Government”
  - Chap. 7: Brian Harvey, “Public Relations in Local Government”


  - Chap. 6: William C. Adams “The Importance of Media Relations in Public Affairs Planning”
  - Chap. 7: Margery Kraus, “Government Relations in the 90s and Beyond”
  - Chap. 13: Gary D. Avery et al., “Public Affairs in the Public Sector”


• John J. Gargan (ed.), *Handbook of Local Government Administration* (NY: Marcel Dekker, 1997):
  - Chap. 8: W. Bartley Hildreth, “Financial Management: The Centrality of the Fiscal in Local Government and Politics”


File 5: Other

- Program of the 1997 annual conference of the National Association of Schools of Public Affairs and Administration (NASPAA); four sessions relating to government PR.
- Unpublished papers from the 1998 annual conference of the American Society for Public Administration (ASPA):
  - L. Elaine Halchin, “Market Citizenship: The Citizen as Customer”
  - Dan Vizzini and Douglas Morgan, “Transforming Customers into Citizens: Some Preliminary Lessons from the Field”
- Bibliographic information or front-matter only (paper-clipped):

Subseries 10: 2000-2004

File 1: Government Documents and Publications

- Wisconsin Department of Transportation and Law Enforcement Officers of Wisconsin, “In Wisconsin… Who values YOUR LIFE? We Do,” information packet handed to motorists during traffic stops, 2000 (some contents printed in 1999).
• Postal Service, “Do you know the warning signs of fraud?” Undated, sometime in decade of 2000.
• GAO, “Accuracy of Responses from the 1-800-MEDICARE Help Line Should be Improved,” GAO-05-130, December 2004 (and related NY Times coverage)

File 2: Newspaper Articles (including print advertisements by government agencies)
• Wisconsin Department of Transportation, “You are invited to discuss pedestrian transportation in Wisconsin” (ad), Milwaukee [WI] Journal Sentinel, February 5, 2000, 5A.
• Milwaukee (WI) Public School district, “Let your voice be heard” (ad), Milwaukee [WI] Journal Sentinel, February 10, 2000, 20A.
• Wisconsin Department of Revenue, “E-File: Income tax time doesn’t have to be hurry up and wait!” (ad), Milwaukee [WI] Journal Sentinel, April 13, 2000, 6B.
• Brigitte Greenberg, AP, “Wanted: Unsafe items; Safety recalls to be shown at Post Offices,” Milwaukee [WI] Journal Sentinel, April 19, 2000, 3A.
• City of Milwaukee Health Department, “Share your vision of a healthy Milwaukee” (ad), Milwaukee [WI] Journal Sentinel, June 11, 2000, 6E.
• Operation Ceasefire (sponsors including US Bureau of Alcohol, Tobacco, and Firearms [ATF] and US Attorney’s Office [Department of Justice]), “Felons with guns are doing time” (ad), Milwaukee [WI] Journal Sentinel, January 1, 2002, 13A.
• “State gets $1.7 million to promote food stamps,” Milwaukee [WI] Journal Sentinel, July 10, 2003, 3B.
• New $20 paper bill:
• Amy Rinard, “State’s drinking warning has a bite: Drunk-driving law media blitz accompanied by enforcement effort,” Milwaukee [WI] Journal Sentinel, December 25, 2003, 1B-2B.
• City of Milwaukee Health Department, “Support your local smoke free restaurants!” (ad), Milwaukee [WI] Journal Sentinel, January 23, 2004, 6A.
• US Postal Service, “You have the right to remain silent, he’s hoping you don’t” (telemarketing fraud) (ad), Milwaukee [WI] Journal Sentinel, October 4, 2004, 3D.
• Larry Sandler, “Residents want better roads, fast trains,” Milwaukee [WI] Journal Sentinel, November 9, 2004, 3B.

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

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

• Mordecai Lee, “When Congress Tried to Cut Pentagon Public Relations: A Lesson from History,” Public Relations Review 26:2 (Summer 2000) 131-54. Note: This article is a short version of Mordecai’s dissertation (Series III, Subseries 2).


• “Managing the Media through Good News and Bad,” *Governing* (January 2001) 59.


• Melissa Motschall and Liqun Cao, “An Analysis of the Public Relations Role of the Police Public Information Officer,” *Police Quarterly* 5:2 (June 2002) 152-80.


• Symposium on Accountability, Publicity & Transparency, *Journal of Political Philosophy* 10:3 (September 2002):


• Patricia Willis-Kistler, “The Public Information Professional Increases Public Awareness and Understanding” (about the activities of the California Association of Public Information Officials) Western City (published by the League of California Cities) 79:9 (September 2003) 15-18, 54.

File 4: Chapters and Excerpts from Books
• Stephen K. Scroggs, Army Relations with Congress: Thick Armor, Dull Sword, Slow Horse (Westport, CT: Praeger, 2000). He had served as an Army officer engaging in legislative relations. The book emanated from his 1996 PhD dissertation at Duke University.
• Gene Kranz, Failure is Not an Option: Mission Control from Mercury to Apollo 13 and Beyond (NY: Simon & Schuster, 2000).
• Organisation for Economic Co-operation and Development, 2001:
  o Engaging Citizens in Policy-making: Information, Consultation and Public Participation, PUMA Policy Brief No. 10 (July 2001).

**File 5: Other**

• Bibliographic entries only:

**Subseries 11: 2005-2009**

**Part A**

**File 1: Government Documents and Publications**

• National Archives and Records Administration, “NARA wants to hear from you,” customer satisfaction survey, 2005.
• City of San Diego (CA): *Sample Ballot and Voter Information Pamphlet*, July 2005.
• Department of Health & Human Services, letter to citizens in advance of a phone survey on measuring progress on immunization of young children, January 2006.
• Village of Weston (WI), Focus (newsletter), 22 (February 2006).
• Treasury Department, Inspector General for Tax Administration, regarding outreach and communication efforts by Internal Revenue Service, 2007-30-178, September 26, 2007.
• State of Wisconsin Business Enterprise Program, “Give us a hand to make our cafeteria better,” brochure with customer survey card (for people buying food at cafeterias in office buildings of state government in Madison [the state capital]), 2008.
• Internal Revenue Service (IRS), US Department of Treasury: mailings to taxpayers about payments as part of federal economic stimulus effort. Letters: undated (about April 2008) and June 30, 2008.
• National Science Foundation, “Film: Encounters at the End of the World” by Werner Herzog, June 11, 2008.
• Federal Deposit Insurance Corporation (FDIC), website with 75th anniversary events: “Face Your Finances” traveling exhibit and event in Chicago, July 16, 2008.
• Department of Health & Human Services, “Acting Surgeon General Issues ‘Call to Action to Promote Healthy Homes’” (news release), June 9, 2009; and related materials.
• Wisconsin Department of Transportation, “Rules for Driving Roundabouts,” June 2009. Mailed to all drivers with their annual registration billing.
• Department of Public Works, City of Milwaukee (WI), *Wisconsin Avenue Streetscoping* 1:6 (July 20, 2009). Newsletter to affected businesses and offices on street reconstruction.
• Federal Aviation Administration, “FAA Announces New Efforts to Respond to Safety Concerns” (news release), September 17, 2009.
• Health Department, City of Milwaukee (WI), “Let’s Team Up Against the Flu!” (news release), September 21, 2009.
• Whitefish Bay (WI) Public School District, “Referendum: November 3, 2009” (brochure). Trying to walk a fine line between serving as the neutral government agency hosting a referendum and advocating for the voters to vote for it.

File 2: Newspaper Articles (including print advertisements by government agencies)
• Larry Sandler, “Freeway work to trim I-43 lanes,” *Milwaukee [WI] Journal Sentinel*, April 4, 2005, 16A: “Meanwhile, the businesses, commuters and customers of downtown Milwaukee have been inundated with information about how to deal with the construction project.”
• Obits for ‘Butch’ Voris, founder of Navy’s Blue Angels team.
• Department of Public Works, City of Milwaukee, “Here’s your guide to winter parking!” (ad), [*Milwaukee, WI*] *Shepherd Express* (weekly), December 1, 2005, 9.
• US Department of Health & Human Services, “Official Medicare announcement: Now’s the
time to get the most out of your Medicare” (ad), *Milwaukee [WI] Journal Sentinel*,
November 12, 2006, 19A.
November 26, 2006, 1B.
• Milwaukee County Transit System, “What you should know about our new fares” (ad),
January 16, 2007, 7A.
• National Guard Bureau, US Department of Defense, “The National Guard always goes to the
same place: Where it’s needed” (full-page ad), *NY Times*, January 17, 2007, A7.
• Martin Crutsinger, AP, “For George’s birthday, a $1 coin,” *Milwaukee [WI] Journal Sentinel*,
February 15, 2007, 5A.
March 13, 2007, 5B.
• Lisa Sink, “Elmbrook official urged to be cordial: Public relations director’s in-your-face
• Jill P. Capuzzo, “After ordnance scare, beachgoes told to dig with care,” *NY Times*, May 15,
• Conflict between National Weather Service and its organizational parent, National Oceanic
and Atmospheric Administration (NOAA):
  o Martin Merzer, “Director of National Hurricane Center sharply criticizes federal agency,”
  o Ken Kaye, “Hurricane chief has NOAA on his radar, agency is accused of neglecting
hurricane research,” [*Fort Lauderdale*] *South Florida Sun-Sentinel*, May 18, 2007, B1.
  o Brian Skoloff, AP, “Ad campaign draws criticism at hurricane center,” *Orlando [FL] Sentinel*,
May 18, 2007, B5.
  o Martin Merzer, “Top weather service officials resign,” Knight Ridder Tribune News
  o NOAA website, “NOAA celebrates 200 years of science, service, and stewardship,”
May 19, 2007.
• Marc Kaufman and Christopher Lee, “HHS toned down breast-feeding ads,” *Washington Post*,
• Mike Stobbe, AP, “‘Small steps’ obesity ads attacked,” *Milwaukee [WI] Journal Sentinel*,
October 29, 2007, 2G.
November 1, 2007, D1, D6.
• Lee Bergquist, “Pollution not just a summer concern,” *Milwaukee [WI] Journal Sentinel*,
• Bandar Seri Begawan, “Public relations officers: What are they good for? *Brunei Times*,
January 28, 2008, 7A.
• PR campaign by Internal Revenue Service about payments to taxpayers as part of federal economic stimulus effort:
  • Devlin Barrett, AP, “IRS spending $42 million to tell taxpayers their checks are coming,” Milwaukee [WI] Journal Sentinel, March 10, 2008, 3D.
  • Avrum Lank, “320,000 state residents to get IRS refund packets in mail,” Milwaukee [WI] Journal Sentinel, March 11, 2008, 3D.
• Department of Public Works, City of Milwaukee, “The City of Milwaukee takes recycling to residents” (ad), Milwaukee [WI] Journal Sentinel, April 22, 2008, 6A.
• “Government services fair to be held today,” Milwaukee [WI] Journal Sentinel, May 7, 2008, 2B.
• Monica Davey, “Construction as spectator sport,” NY Times, June 8, 2008, A22.
• US Department of Health & Human Services, “Medicare can pay 75% or more of your prescription drug costs. Interested?” (ad), Milwaukee [WI] Journal Sentinel, June 29, 2008, 20A.
• Milwaukee Metropolitan Sewerage District, “Household hazardous waste collection” (ad), Milwaukee [WI] Journal Sentinel, July 16, 2008, 7B.
• Federal Deposit Insurance Corporation (FDIC), “Insuring deposits up to $100,000 without losing a penny [1¢],” (ad), Milwaukee [WI] Journal Sentinel, July 28, 2008, 5A.
• Tom Held, “Foundation again finances tax services,” Milwaukee [WI] Journal Sentinel, October 18, 2008, 3B.
• Amanda Schaffer, “Grave warnings of disease, with the adman’s flair,” NY Times, November 4, 2008, D5, D7.
• Marie Rohde, “County hopes $500 fine cuts jury duty no-shows,” Milwaukee [WI] Journal Sentinel, January 19, 2009, 1B, 3B.
• Wisconsin Department of Transportation, “Public Meetings: Existing/Potential noise barrier sites along I-94” (ad), Milwaukee [WI] Journal Sentinel, January 21, 2009, 7B.
• “Passport Day,” press releases and articles (paper-clipped), March 17, 2009.
• AP, “Digital television conversion hotline takes 700,000 calls,” Milwaukee [WI] Journal Sentinel, June 14, 2009, 8B.
• Wisconsin Department of Administration and federal economic stimulus program, “Recovery funds available to weatherize large multifamily buildings” (ad), Milwaukee [WI] Journal Sentinel, June 31, 2009, 2D.
• Kevin G. Hall, “’Name and shame’ reports begin on mortgage servicers,” Knight Ridder Tribune News Service, August 5, 2009.
• Wisconsin Department of Transportation, “Public hearing scheduled” (ad), Milwaukee [WI] Journal Sentinel, August 10, 2009, 9A.
• Douglas Martin, “K. H. Bacon, an advocate for refugees, is dead at 64,” NY Times, August 16, 2009. Former Assistant Secretary of Defense for Public Affairs.
• Dennis Hevesi, “Harold Bell, a creator of Woodsy Owl, is dead at 90,” NY Times, December 13, 2009, 44.

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

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


• Mordecai Lee, “When Government Used Publicity Against Itself: Toledo’s Commission of Publicity and Efficiency, 1916-1975,” *Public Relations Review* 31:1 (March 2005) 55-61. Note: Due to length limitations, the published version is shorter than originally planned. The longer version, which Mordecai had posted online with the consent of *PRR*’s editor, is attached.


• Elizabeth Johnson Avery and Ruthann Weaver Lariscy, “Public Relations Practitioners’ Relationships with Media and Each Other as Moderators of Excellent Health Information and the Local Public Health Agenda,” *Public Relations Journal* (online) 1:1 (Fall 2007).


• Wisconsin Departments of Tourism and Natural Resources (and others), “Stopping Aquatic Hitchhikers,” back cover ad and DVD, *Wisconsin Counties*, June 2008.


• Mordecai Lee, “Public Affairs Enters the US President’s Subcabinet: Creating the First Assistant Secretary for Public Affairs (1944-1953) and Subsequent Developments,” *Journal of Public Affairs* 8:3 (August 2008) 185-94. For documentation and research notes for this article, see Series III, Subseries 10.

• Mordecai Lee, “Congressional Controversy over the Federal Prohibition Bureau’s Public Relations, 1922,” *Public Relations Review* 34:3 (September 2008) 276-78. For documentation and research notes for this article, see Series III, Subseries 11.

• Mordecai Lee, “The Short Life of the Government Public Relations Association in the US, 1949-1958,” *Public Relations Review* 34:3 (September 2008) 279-81. *Note:* Due to length limitations, the published version is shorter than originally planned. The longer version, which Mordecai had posted online with the consent of *PRR*’s editor, is located in Series III, Subseries 12. Similarly, documentation and research notes for this article can also be found in Series III, Subseries 12.


Part B

File 4: Chapters and Excerpts from Books

  - Chap. 9: Kurt Wise: “Pre-Crisis Relationships”
  - Chap. 18: Leslie B. Snyder and Mark Cistulli, “Communication Campaigns for Chronic and Emergency Health Problems”
  - Chap. 21: Gary L. Kreps et al., “Emergency/Risk Communication to Promote Public Health and Respond to Biological Threats”
  - Chap. 24: Muhiuddin Haider and Nisha P. Aravindakshan, “Content Analysis of Anthrax in the Media”
  - Chap. 7: James Curran, “What Democracy Requires of the Media.”
  - Chap. 9: Maxwell McCombs, “The Agenda-Setting Function of the Press”
  - Chap. 10: W. Lance Bennett and William Serrin, “The Watchdog Role”
- Peter Charles Hoffer, *Seven Fires: The Urban Infernos that Reshaped America* (NY: Public Affairs, 2006).
- Dulcie Murdock Straughan (ed.), *Women’s Use of Public Relations for Progressive-Era Reform: Rousing the Conscience of a Nation* (Lewiston, ME: Edwin Mellen, 2007). Chapter
2 is about the US Children’s Bureau and is a reprint of Straughan’s article in *Public Relations Review*.

  - Chap. 6: Tony Bovaird, “Marketing in Public Organizations”
  - Chap. 19: Steve Martin, “Engaging with Citizens and Other Stakeholders”
  - Chap. 5: Kenneth A. Klase, “Switching Roles from Administrator to Mayor: Winston-Salem, North Carolina”
Chap. 9: Eric S. Zeemering and Roger J. Durham, “Expanding the Scope of Policy Leadership through Networks: Grand Rapids, Michigan”

Chap. 11: Robert Benedetti and Shayne Lambuth, “Partial Leadership and Alternating Styles: Stockton, California”


File 5: Other


- International Communication Association, annual conferences:

Subseries 12: 2010-2014

Part A

File 1: Government Documents and Publications

- Census Bureau, Department of Commerce, mailings to citizens about upcoming census, March 8, 2010; & related materials.

- Medicare, Department of Health & Human Services, “Celebrating 45 Years of Medicare” (news release), July 30, 2010.

- US Drug Enforcement Administration (DEA), “Over 3,400 sites join DEA nationwide effort to take-back prescription drugs on Sept. 25” (news release), September 15, 2010; & related material.
• Department of Homeland Security, “‘If you see something, say something’ campaign” (announcement), March 29, 2011.
• Tony Walter, “Secretary Cathy Stepp says agency must improve image,” Wisconsin Outdoor Fun website, April 13, 2011.
• Wisconsin Department of Natural Resources, “Report black bear and bobcat observations” (through online reporting form), April 25, 2011; and related news coverage.
• Wisconsin Department of Natural Resources, “Trail camera photos wanted!” website article, April 26, 2011.
• Wisconsin Department of Natural Resources, “Locating new fawns is next step in deer research project; volunteers needed,” website article, May 10, 2011.
• Medicare, US Department of Health & Human Services, “Share the news: Share the health,” preventive services now free, website article, June 20, 2011.
• Wisconsin Department of Natural Resources, “Secretary Cathy Stepp announces key agency appointments,” website article, July 12, 2011.
• Milwaukee (WI) County Transit System, “Three new routes; limited stops,” flier, January 2012.
• Milwaukee Public Library, City of Milwaukee (WI), “Overview of public relations,” flier, undated, about spring 2012.
• Overseas Private Investment Corporation, recruitment for Public Affairs Specialist with position description, deadline: March 1, 2012.
• Milwaukee Metropolitan Sewerage District, “Free Milorganite for first 1,000 people at medicine collection day,” news release, March 8, 2012.
• Presentations to students in course on “Government Public Relations” taught by Professor Mordecai Lee, University of Wisconsin Milwaukee, spring 2012 semester.
- Roseann St. Aubin, Communications Director, Milwaukee (WI) Public Schools, “Communications in MPS [Milwaukee Public Schools],” March 11, 2012.
- Donna Migazzi, Area Manager, Field Media Relations, “IRS [Internal Revenue Service] Media Relations,” April 2012.
- Wisconsin Department of Natural Resources, “Eastern tent caterpillars are feeding on trees early this year,” web article, April 24, 2012; and media coverage.
- Whitefish Bay (WI) Public School District, newsletter, July 2012.
- Postal Service, postcard to citizens on change in time of daily delivery, November 2012.
- Wisconsin Department of Transportation, safety messages on envelope with stickers for annual renewal of license plates, January 2013.
- Postal Inspection Service, Postal Service, “You’ve just won a foreign lottery!” postcard to all households on financial scams, March 2013.
- Wisconsin Department of Workforce Development, “DWD Secretary announces initiative to promote apprenticeship as proven means to address skills gap,” news release, April 9, 2013.
- Department of Health & Human Services, “Health centers to help uninsured individuals gain affordable health insurance coverage,” news release, May 9, 2013.
- City of Vancouver (WA), “Be Smart – Know What to Flush,” web article, September 2013; & news coverage.
- National Park Service, Department of Interior, job vacancy and position description, Supervisory Public Affairs Specialist, July 19-August 9, 2013.
- US District Court, Eastern District of Wisconsin (Milwaukee) and Southern District of Texas (Corpus Christi), decisions by federal courts on laws requiring voters to have government-issued photo identification card. Both concluded that the states’ Departments of Transportation did not adequately publicize the option for non-drivers to obtain free ID cards, April 24 and October 9, 2014.
File 2: Newspaper Articles and Online News Sites (including print advertisements by government agencies)

- News stories on Medicare PR campaign featuring TV star Andy Griffith, July 2010 (paper-clipped).
  - Glendale-River Hills school district, December 2, 2010, NS, 2.
  - Menomonee Falls school district, January 12, 2011, 2B.
  - Brown Deer school district, January 12, 2011, 7B.
  - Glendale-River Hills school district, January 12, 2011, 7B.
• Milwaukee (WI) County Parks Department, “Train show” (ad), *Milwaukee [WI] Journal Sentinel*, February 7, 2011, 5A.


• Michael D. Shear, “State Department spokesman out, after comments on prisoner,” *NY Times*, March 13, 2011.

• Department of Business Affairs, City of Chicago, “Rhetoric is nice, reality matters” (comparing WI and IL taxes), *Milwaukee [WI] Journal Sentinel*, March 17, 2011, 6A.


• City of Milwaukee, “Let’s make Milwaukee clean & green” (ad), *The Onion* [Madison, WI], September 8-14, 2011, 20. *Note:* This is a satiric free weekly aimed at younger generation, so the ad was trying to reach readers who would not be traditional news consumers of mainline daily newspapers.


• Joseph Marks, “Agencies outline technology-based customer service initiatives,” *Nextgov* news website, October 27, 2011.

• Thomas E. Ricks, “Barno: Generals who can’t handle dealing with the media aren’t very good generals,” *foreignpolicy.com* (news website of the Foreign Policy Association), November 8, 2011.
• David Barstow, “Pentagon finds no fault in ties to TV analysts,” NY Times, December 25, 2011, 18.
• “The word is out about three new bus routes,” Milwaukee [WI] Journal Sentinel, February 5, 2012, 3B.
• “Here’s how to do it: Atlanta’s northern suburbs experiment with outsourcing government,” The Economist [UK], July 28, 2012.
• City of Milwaukee Police Department, “Police blotter: In some jobs, success is measured by what doesn’t happen: Be a force” (ad), Milwaukee [WI] Journal Sentinel, September 4, 2012, 3B. Good News.
• McClatchy news service, “‘GI Bill’ gets trademarked,” Milwaukee [WI] Journal Sentinel, December 5, 2012, 11A.
• Bill Novak, “‘Passport day’ Saturday at west side post office,” Madison.com (WI) news website, March 6, 2013.
• Ashley Luthern, “Flynn out to teach, meet city’s teens,” Milwaukee [WI] Journal Sentinel, March 27, 2013, 3B.
• “DOT [Department of Transportation] launches new Twitter feed, website,” Milwaukee [WI] Journal Sentinel, June 1, 2013, 2B.
• Doug Irving, “‘Orange jam’ jells: I-405 reopens early after overpass torn down,” Orange County [CA] Register, August 18, 2013.
• Vivian Yee, “City’s web site is redesigned for the first time in a decade,” NY Times, September 29, 2013.
• Thom Shanker, “Pentagon news service, read at first light and debated all day,” NY Times, November 2, 2013, A13.
• Wisconsin Department of Transportation, “Construction has wrapped up for the year” (ad), Milwaukee [WI] Journal Sentinel, December 15, 2013, 6A.
• Environmental Protection Agency, “EPA to review Muskego sanitary landfill Superfund site” (ad), Milwaukee [WI] Journal Sentinel, December 26, 2013, 2B.
• “What else was missing about Malaysia flight MH370” (editorial), [Boston] Christian Science Monitor, March 16, 2014, online website.
• Lydia Mulvany, “$5.15 million to help home buyers,” Milwaukee [WI] Journal Sentinel, May 9, 2014, 1B.
• David A. Fahrenthold, “For whistleblowers, a bold move can be followed by one to department basement,” Washington Post, August 3, 2014.
• Josh Hicks, “USAJobs site still leaves something to be desired for users,” Washington Post, September 3, 2014.

Part B

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

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

• Steve Towns, “Government ‘apps’ move from cool to useful,” Governing magazine (May 2010).
• Mordecai Lee, “Creating the First Assistant Secretary for Congressional Relations (1941-1949) and Subsequent Developments: A Case Study of Thickening in the Federal Bureaucracy,” Public Voices 12:1 (2011) 27-45. For documentation and research notes for this article, see Series III, Subseries 20.


• Mordecai Lee, “Toward Generalizing about Congressional Control over Agency PR: The Failure of Spending Limits on Pentagon PR, 1951-1959,” *Public Administration Quarterly* 36:3 (Fall 2012) 341-79. For documentation and research notes for this article, see Series III, Subseries 2 and 22.

• Dylan Scott, “States have Room for Improvement in Voter Guides,” *Governing* magazine (September 2012).


• Sara Hoffman, “‘Just Because We Can’ – Governments’ Rationale for Using Social Media,” *Proceedings of the 22nd European Conference on Information Systems*, Tel Aviv, Israel, June 9-11, 2014.


• Bibliographic information or front-matter only (paper-clipped):

Part C

File 4: Chapters and Excerpts from Books

• Mordecai Lee, *Nixon’s Super-Secretaries: The Last Grand Presidential Reorganization Effort* (College Station: Texas A&M University Press, 2010). For documentation and research notes for this book, see Series III, Subseries 16.

• Christopher M. Shea and G. David Garson (eds.), *Handbook of Public Information Systems*, 3rd ed. (Boca Raton, FL: CRC/Taylor & Francis, 2010):
  o Chap. 12: Ed Downey, “An Assessment of the Value of County Web Sites in New York State”
  o Chap. 25: Patrick R. Mullen, “Performance Reporting Requirements for Information Technology and E-Government Initiatives”
  o Chap. 26: Alicia Schatteeman, “Information Technology and Public Performance Management: Examining Municipal E-Reporting”
  o Chap. 27: Thomas J. Greitens and Lee Roberson, “The Challenges of Integrating Disparate Performance Data on a Governmental Web Site”


  o Chap. 2: Diana Knott Martinelli, “Political Public Relations: Remembering its Roots and Classics”
  o Chap. 3: Paul S. Lieber and Guy J. Golan, “Political Public Relations, News Management, and Agenda Indexing”
  o Chap. 12: Karen Sanders, “Political Public Relations and Government Communication”


  o Chap. 1: Maria José Canel and Karen Sanders, “Introduction: Mapping the Field of Government Communication”


  - Case 2: “City Utility or Cash Cow? Top Agency Accused of Overbilling City”
  - Case 9: “Only in Texas: School District’s $60 Million Stadium Attracts Media”


  - Chap. 10: Jeremiah W. Dunlap, “Communications and Mass Casualty Events”
  - Chap. 11: Randall C. Duncan, “Emergency Management and the Media”


• Erwin Chemerinsky, *The Case Against the Supreme Court* (NY: Viking, 2014).


File 5: Other

• Basic online information about some of the US associations of professionals in government public relations (downloaded in 2012):
  - National Association of County Information Officers
  - National Information Officers Association (in emergency services and public safety)
  - National School Public Relations Association
  - North Carolina Association of Government Information Officers
Regional Association of Public Information Officers, Mid-America Regional Council
Utah Public Information Officer Association
(Australia: Government Communications Australia)

Notes:
- Other significant contemporary government PR associations in the US, unlisted above, but with publications included throughout Series I, include:
  - California Association of Public Information Officials
  - City-County Communications & Marketing Association (3CMA)
  - National Association of Government Communicators
  - Public Affairs and Government Section of the Public Relations Society of America.
- For information on the Government Public Relations Association (1949-58) in the US, see Series III, Subseries 12. Also, File 5 of that subseries has some modest documentation about a few other public sector PR organizations, mostly non-US.


Subseries 13: 2015-17

File 1: Government Documents and Publications
- Wisconsin Department of Revenue, “The State of Wisconsin might have found money that belongs to you!” enclosure with state income tax refund, spring 2016.
- Enclosures with federal income tax refund, spring 2017:
  - Securities and Exchange Commission (SEC), “In the time it takes you to read the mail, you can take a great first step toward protecting your money”
  - Department of Treasury, “Put your tax refund to work for you”

File 2: Newspaper Articles and Online News Sites (including print advertisements by government agencies)
• Don Behm, “DNR [Department of Natural Resources] collects sturgeon eggs to help efforts at restoration,” Milwaukee [WI] Journal Sentinel, April 20, 2015, 3A.
• Saba Imtiaz, “In Pakistan, U.S. aid agency’s efforts are yielding dubious results,” NY Times, September 13, 2015, 10.
• Wisconsin Department of Transportation, “Clip it or ticket” (ad), Milwaukee [WI] Journal Sentinel, April 25, 2016, 8A.
• Drug Enforcement Administration (DEA), “Turn in your unused or expired prescription medication for safe disposal” (ad), Milwaukee [WI] Journal Sentinel, April 27, 2017, 6A.
• “Honor Roll,” Milwaukee [WI] Journal Sentinel (paper-clipped): This is an occasional feature with photos and news provided by the Navy about Wisconsinites serving in the Navy. In this case, it was about a shipboard Public Affairs Officer (PAO) – and who probably was involved in providing this service! May 22, 2017, 1C. A few earlier examples of this feature involving non-PAOs:
  o June 8, 2015, 1C.
  o July 27, 2015, 1C.
  o September 14, 2015, 1C.
• Forest Service, “Spark a Change, Not a Wildfire” (ad), Milwaukee [WI] Journal Sentinel, June 18, 2017, 6A.

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

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


File 4: Chapters and Excerpts from Books

  o Chap. 7: Gregory A. Porumbescu and Tobin Im, “Using Transparency to Reinforce Responsibility and Responsiveness”
  o Chap. 8: Tina Nabatchi, Jack Alexander Becker and Matt Leighninger, “Using Public Participation to Enhance Citizen Voice and Promote Accountability”
  o Chap. 13: Tony Bovaird and Elke Loeffler, “Coproducing Public Services with Service Users, Communities, and the Third Sector”
  o Chap. 25: Ines Mergel, “Designing Social Media Strategies and Policies”
  o Chap. 30: James L. Garnett, “Communicating Effectively”
• Arild Wæraas and Moshe Maor (eds.), *Organizational Reputation in the Public Sector* (NY: Routledge, 2015):
  o Chap. 1: Arild Wæraas and Moshe Maor, “Understanding Organizational Reputation in a Public Sector Context”
  o Chap. 2: Moshe Maor, “Theorizing Bureaucratic Reputation”
• Tony Bovaird and Elke Loeffler (eds.), *Public Management and Governance, 3rd* ed. (London: Routledge, 2016):
  o Chap. 22: Elke Loeffler and Steve Martin, “Citizen Engagement”
  o Chap. 23: Elke Loeffler, “Co-production of Public Services and Outcomes”
  o Chap. 8: Angelo Ioffreda, “Communicating to Drive Engagement and Trust”

File 5: Other
• *Encyclopedia of Public Administration and Public Policy, 3rd* ed. (NY: Taylor & Francis, 2016):
  o Stephan Grimmelikhuijsen, “Transparency” (bibliographic information only)
  o Mordecai Lee, “Bureaucracy: Media and Bureaucracy in the U.S.”
  o Mordecai Lee, “Public Relations in Public Administration”
• Packet relating to an initiative in 2015-16 by Kevin R. Kosar of the R Street Institute (Washington, DC) and Prof. John Maxwell Hamilton (LSU) regarding federal agency PR:
  o Agenda and handouts from conference on government information, R Street Institute, Washington, DC, April 19, 2016.
  o John Maxwell Hamilton and Kevin R. Kosar, “Government Information and Propaganda: How to Draw a Line?” Policy Study No. 73 (October 2016), R Street Institute, Washington, DC.
Series II
Public Administration PR:
Subject Files

Subseries 1: Government Reporting to the Public

Notes:
- Due to the volume of material on public reporting, it is presented here as a separate collection, rather than being fully submerged in the Series I, the chronological files. However, the two foci are oft-times indivisible. Therefore, researchers interested in this subject may also find some relevant materials throughout Series I.
- This subseries includes research materials and documentation from three of Mordecai’s writings:
- This subseries does not include research materials and documentation from some of Mordecai’s other more specialized writings on public reporting. See Series III for:
  o Subseries 6: US Office of Government Reports
  o Subseries 7: Miriam Roher’s empirical experiments in municipal reporting
  o Subseries 9: Exhibits and other visual forms of reporting
  o Subseries 18: Seminal writings by Professor Herman Beyle on public reporting
  o Subseries 27: Radio version of an annual report

File 1: 1910s-1930s
  o Part 1: 7:2 (February 1915) 126-31
  o Part 2: 7:3 (March 1915) 217-20
• “Selling City Administration to the Citizens,” City Manager Magazine 8:3 (March 1926) 100-07.
• Herman C. Beyle, Governmental Reporting in Chicago (Chicago: University of Chicago Press, 1928). Excerpt relating to exhibits. For a longer excerpt and for research documentation and material, see Series III, Subseries 18.
• “Reports,” William Bennett Munro, Municipal Administration (NY: Macmillan, 1934).
• Sections on reporting in “How City Managers Maintain Contact with the Public,” Public Management 16 (October 1934) 297-309.
• J. T. Barton, Municipal Public Reporting in Texas (monograph), University of Texas Bulletin, No. 3627; Bureau of Research in Social Studies No. 22, Municipal Studies No. 9 (July 15, 1936).
• Daniel W. Hoan (Socialist Mayor of Milwaukee, WI), City Government: The Record of the Milwaukee Experiment (NY: Harcourt, Brace, 1936).
• Section on “The Public Reporting Contest” in Herbert A. Simon, “Inter-City Contests,” Municipal Year Book 1937 (Chicago: International City Managers’ Association, 1937) 142-44.
• Commonwealth Review (College of Social Science, University of Oregon) 19:2 (May 1937):
  o Merle R. Chessman, “Reporting Governmental Activities to the Public,” 147-52
  o Hollis R. Thompson, “Reporting to the Public,” 152-53
• “City Manager Reports by ‘Movie’,” National Municipal Review 17:11 (November 1938) 560.
• Hal Hazelrigg, “Has the City Lost its Voice?” Public Opinion Quarterly 2:3 (July 1938) 457-65.

File 2: 1940s
• Chap. 14: “Public Reporting” (probably written by Herbert Simon), The Technique of Municipal Administration (Chicago: International City Managers’ Association, July 1940).
  Note: The reading list on p. 517 is dated December 1942, likely from a later reprinting of that edition of the book.
• Harold Seidman, Investigating Municipal Administration (NY: Institute of Public Administration, Columbia University, 1941).
• “Two Rivers Uses New Public Relations Technique,” Civil Service Assembly News Letter 7:10 (October 1941) 2.
• “American Reporter: An official daily gets to the dummy stage in Washington,” Tide 16:21 (November 1, 1942) 22-23.
• Modernizing Municipal Reports (Hartford, CT: Connecticut Public Expenditure Council, 1943).
• “Study Analyzes Civil Service Annual Reports,” Civil Service Assembly News Letter 10 (November 1944) 86.


WorldCat/OCLC bibliographic entries:
- Raymond Uhl, Local Government Reporting in Maryland, publication no. 48 (Baltimore, MD: State Planning Commission, 1947).

File 3: 1950-1999
- Carl D. Mullican, Public Reporting for Municipalities, Municipal Study Series 12 (University, MS: Bureau of Public Administration, University of Mississippi, 1951). Front-matter only.
- “Public Relations – How 40 California Cities Supplement the Local Press,” Western City (published by the League of California Cities) 28:2 (February 1952) 41.
- Ralph W. Snyder, “Municipal Reporting in 1953,” Municipal Year Book 1954 (Chicago: International City Managers’ Association, 1953) 269-76. Note: This appears to be the last time this annual publication had a section limited to public reporting (vs. public relations more generally).
- Discussion of the Department of Defense’s film annual report:

**File 4: 2001-2008**
- *Citizen-Driven Government Performance: Case Studies and Curricular Resources* (Newark, NJ: National Center for Public Productivity, Graduate Department of Public Administration, Rutgers University-Newark, 2003).
- James Fountain et al., *Reporting Performance Information: Suggested Criteria for Effective Communication* (Norwalk, CT: Governmental Accountability Standards Board, August 2003).


• Bernadette A. Lear, “‘Tis better to be brief than tedious’? The Evolution of the American Public Library Annual Report, 1876-2004,” Libraries & the Cultural Record 41:4 (Fall 2006) 462-86.


• Chap. 4: “Communicating Results,” Kathe Callahan, Elements of Effective Governance: Measurement, Accountability and Participation (Boca Raton, FL: Taylor & Francis, 2007).


• Albert Jacob Meijer, “Publishing public performance results on the Internet: Do stakeholders use the Internet to hold Dutch public service organizations to account?” Government Information Quarterly 24:1 (January 2007) 165-85.


File 5: 2010-2017


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

- Folder A: Some early commentators on public reporting praised as models the annual reports of Alabama’s State Board of Health. This folder contains full copies of the agency’s annual reports for 1925-27, 1927-29, 1949-51, 1951-53 and 1953-55. (Naturally, the caveat and reminder that this was a time of intense racial discrimination against African Americans. These reports should be presumed to give greater weight to the health of whites than blacks.)
- Folder B: These are reports were unsystematically collected by Mordecai. Many are from governmental units in the Milwaukee metropolitan area and the State of Wisconsin. Some are not annual reports per se, rather are other governmental documents that include reporting-style information (such as tax forms).
Subseries 2-9: Non-comprehensive collections on subjects overlapping with government PR.

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

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

Subseries 3: Marketing and Branding, 1969-2015


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

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

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

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

Subseries 9: Citizenship in a Modern Democracy, 1990-2013
Series III
Public Administration PR:
Research Documentation and Records from Mordecai’s Writings (Selected)

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

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

• “An Analysis of Two Research Studies in the Area of Effect Analysis of Persuasive Communication,” course: Research Methods in Public Administration, Political Science (POS) 831, Fall 1971
• Semester research project, course: “Communication Theory,” COMM 755, Fall 1971
• Semester research project, course: “Administrative Communication,” COMM 726, Spring 1972
• Semester research project, course: “Government Information and Communication,” COMM 626, Spring 1972
• “External Communication Patterns of the Federal Bureaucracy,” guest lecture at Newhouse School of Communication, Syracuse University, April 19, 1972. Handwritten.

Subseries 2: Mordecai’s dissertation: “Congressional Oversight of Pentagon Public Relations,” Syracuse University, Syracuse, NY, 1975

Notes:
• Mordecai donated a copy of his dissertation to the BU library collection.
• Some of the primary materials cited in the dissertation were referenced in “When Congress Tried to Cut Pentagon Public Relations: A Lesson from History,” Public Relations Review 26:2 (Summer 2000) 131-54. It is an abridged version of his dissertation (See Series I above).
• Some of the primary materials cited in the dissertation can also be found in Subseries 22 below, which was an extension of the events covered in his dissertation and 2000 article in PRR. “Toward Generalizing about Congressional Control over Agency PR: The
Failure of Spending Limits on Pentagon PR, 1951-1959,” Public Administration Quarterly 36:3 (Fall 2012) 341-79.

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

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

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

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

File 1: Government Documents and Publications

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

- December 1, 1969: Memo from President Nixon to BOB Director Robert Mayo.
- December 11, 1969: BOB form to staffers requesting available information on levels of PR spending of all federal agencies.
- December 17, 1969: Example of information submitted (per above request) on PR spending by the Department of the Interior.
- December 30, 1969 (paper-clipped):
  - Memo from James Frey to BOB Director Mayo
  - Memo from Mayo to Kenneth Cole, Deputy Assistant to the President
Memo from Mayo to the President, Subject: Agency Staffing for Public and Press Relations
Attachment (hand-written by Mordecai): summary tables of agency spending by budget authority, outlays and full-time permanent employees.

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

File 2: Interviews with Federal Officials and Observers
- James Greenfield, former Assistant Secretary of State for Public Affairs (Foreign Editor of NY Times when interviewed), January 24, 1972
- Barry Zorthian, former PIO in Vietnam, January 25, 1972
- W. L. Helmantoler, former Air Force PAO, March 9, 1972 (?)
- Benjamin Read, former State Department executive secretary, March 10, 1972
- Joe Laitin, PIO, OMB, December 20, 1972 (and follow-ups)
- G. Hinkley Porter, former Social Security Board PIO, January 4, 1973. Also:
  - materials from his 3-day workshop “Current Issues in Public Information,” February 1973 (including Mordecai’s notes)
  - syllabus for his course “Public Relations and Government,” American University, Summer 1972 (as an adjunct instructor)
notes of talk at luncheon meeting of Government Information Organization (GIO), March 29, 1973.

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

File 3: Media Coverage
• Mike Causey, “Cuts in information budgets ordered” (Federal Diary column), Washington Post, November 13, 1970, D13.
• Mike Causey, “Nixon notice panics agency PR chiefs” (Federal Diary column), Washington Post, November 26, 1970, M5.
• Mike Causey, “Information cutbacks eyed by panel” (Federal Diary column), Washington Post, December 12, 1970, D9.


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

File 5: Research Notes & Miscellaneous Records

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

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

File 2
- Due to length limitations of PRR, the draft of the sequel article had to be shortened. The full version is here.
- Documentation for the movies discussed in the 2009 article.

File 3: Sequel to the Sequel (unpublished). Documentation for movies with government PR officers that Mordecai identified after writing the 2009 sequel:
- “The Dead Pool” (1988)
- “Saving Private Ryan” (1998)
- “Superman Returns” (2006)
- “Flags of our Fathers” (2006)
- “J. Edgar” (2011)
- “Philomena” (2013)
- “Edge of Tomorrow” (2014)

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

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

Subseries 5: Federal Information Centers


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

File 2: Publications

File 3: Interviews, email exchanges and other research notes
Subseries 6: FDR and Truman’s Office of Government Reports, 1939-1948 (called National Emergency Council, 1933-1939)

Notes:
• Most of Mordecai’s research documentation and records on these related subjects were donated to the Franklin D. Roosevelt Presidential Library in Hyde Park (NY) as part of the Mordecai Lee Papers. They are open and available to researchers.

File 1: Government documents and publications (some are excerpts)
• December 6, 1933: FDR creates a National Emergency Council (NEC). One of its responsibilities was to create and maintain a central information service.
• December 19, 1933: FDR expands information role of NEC to include disseminating information to the citizenry on New Deal federal programs.
• February 2, 1934: FDR’s speech to NEC’s state directors, including on the importance of information dissemination.
• 1934: Front-matter of NEC’s new loose-leaf manual on *Emergency Recovery Agencies and Facilities*. This was the precursor to the *US Government Manual*.
• December 1, 1936: Front-matter of *US Government Manual*.
• January 1937: PR-related sections of the report of the President’s Commitment on Administrative Management (PCAM, aka the Brownlow Committee) and its internal staff studies related to federal PR.
• April 29, 1938: FDR press conference including comments on the monthly reports submitted to him by NEC’s state directors (an example of two-way communication). Red Leggett was head of NEC at the time.
• January 9, 1939: NEC annual report for 1938.
• May 9, 1939: FDR message to Congress regarding his plan to reorganize the presidential executive office, including creating a communications agency out of NEC.
• May 9, 1939: Lowell Mellett interviews FDR for NEC radio program, President discusses importance of government information dissemination.
• May 25, 1939: House Appropriations Committee hearing on NEC budget for Fiscal Year (FY) 1940 (July 1, 1939-June 30, 1941). US House, Committee on Appropriationss, *Work Relief and Relief for Fiscal Year 1940*, public hearings. 76th Cong., 1st sess.
• September 9, 1939: FDR Executive Order 8248 creating the Executive Office of the President including the Office of Government Reports (OGR). The version published in the FDR Papers includes commentary about OGR by FDR aide Samuel Rosenman circa 1941.
• January 2, 1940: OGR annual report for 1939.
• December 20, 1940: OGR annual report for 1940.
• February 26, 1941: House hearing on bill to give OGR statutory status. US House, Committee on Expenditures in the Executive Departments, To Authorize Expenditures for Office of Government Reports, hearing. 77th Cong., 1st sess.


• September 1941: Front-matter of US Government Manual

• January 1, 1942: “A Week of the War,” news digest and summary issued by OGR

• January 7, 1942: OGR annual report for 1941

• January 8, 1942: House hearing on OGR funding for FY 1943. US House, Committee on Appropriations, Independent Offices Appropriation Bill for 1943, hearing. 77th Cong., 2nd sess.

• February 11, 1942: Senate Appropriations Committee hearing on OGR funding. US Senate, Committee on Appropriations, First Deficiency Appropriation Bill for 1942, hearings. 77th Cong., 2nd sess.

• March 12, 1942: Joint committee hearing critical of FDR plan to build wartime US Information Center. US Congress, Joint Committee on Reduction of Nonessential Federal Expenditures, Reduction of Nonessential Federal Expenditures, Part 4, hearing. 77th Cong., 2nd sess.

• June 13, 1942: FDR Executive Order 9182 creating Office of War Information (OWI), including merging OGR into it.

• December 31, 1943: Harold F. Gosnell, “Office of Government Reports” (typescript), report for the Committee on War Records Section, Bureau of the Budget


• Spring, 1944: FDR “War Supplement” budget message to Congress for FY 1945

• August 31, 1945: Truman Executive Order 9608 abolishes OWI and transfers to the Bureau of the Budget the activities OWI had inherited from OGR


• January 1946: Truman Budget Message to Congress for FY 1947, including funding information programs in the Bureau of the Budget.

• December 1, 1946: Front-matter of US Government Manual

• December 12, 1946: Truman Executive Order 9809 reestablishes OGR from the unit temporarily in the Bureau of the Budget

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

**File 3:** Directories of Records at US National Archives
- Homer L. Calkin, *Preliminary Inventory of the Records of the Office of War Mobilization and Reconversion*, Record Group 250, 1951 *Note:* When OGR was abolished in 1948, this agency inherited some of its PR programs.

**File 4:** Presentations

**File 5:** Mounted photos relating to OGR
- July 1, 1939: FDR’s letter creating OGR
- Staffer at OGR’s New York City office in Rockefeller Center wearing uniform and badge of OGR’s US Information Service. Title on badge: “U.S. Information”
- May, 1942: OGR’s US Information Center (a new wartime temporary building) on Pennsylvania Avenue, Washington, DC
- May, 1942: interior of the US Information Center

**File 6:** Lowell Mellett, OGR Director
- 1941 articles by Mellett:
- Before joining the FDR White House, Mellett was a journalist and newspaper editor. After leaving the Roosevelt administration, he was a nationally syndicated columnist at the *Washington Star*. See:
As a publication oriented to lay readers, the journal’s editorial style omits references and also has length limitations for each article. This file contains a longer version of the article along with citations. The text is about twice as long as the published version.

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

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

- Mordecai’s communications with Miriam Roher’s family
- Western Governmental Research Association, Proceedings of annual conferences:
  - 1940: Roher comments on a panel
  - 1941: Roher comments on a panel (and reaction by Herbert Simon)
- Miriam Roher, “How Good are Reports to Citizens?” Western City (published by the League of California Cities) 17:18 (August 1941) 17-19, 27.

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


File 1: Mordecai’s communications with Collins
- July 2006: Questions and answers
- August 15, 2007: Handwritten thank you note after receiving a copy of the article

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

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

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

**File 1: Government Documents**
- Report to Congress on Federal participation in 1933 World’s Fair in Chicago

**File 2: Newspaper Articles, 1903-2006**

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

**File 4: Chapters and Excerpts from Books**

**File 5: Other**
- 1921: miscellaneous references to Chicago Pageant of Progress Exposition at Navy Pier
- 1982 World’s Fair, Knoxville, TN
- 1984 World’s Fair, New Orleans, LA

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

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

**File 1: State Department:** Creation of the first position in a President’s administration of an Assistant Secretary for Public Affairs and the initial office holders, 1944-1962
- Chronological file of government documents and media coverage
- Memoirs, biographies and related writings relating to the early Assistant Secretaries of State for Public Affairs

**File 2: Defense Department:** Creation of the second position in a President’s administration of an Assistant Secretary for Public Affairs and the initial office holders, 1949-1981
- Chronological file of government documents and media coverage
Unpublished academic research:

Subseries 11: PR of the Prohibition Bureau of the US Government
  Note: Contains documentation collected for “Congressional Controversy over the Federal Prohibition Bureau’s Public Relations, 1922,” Public Relations Review 34:3 (September 2008) 276-78.

File: Chronological file of government documents and media coverage.


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

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

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

File 4: Publications by GPRA and/or Pan Dodd Wheeler.
  Note: Dodd Wheeler’s main employer was the Municipal Technical Advisory Service (MTAS), Division of University Extension, University of Tennessee, Knoxville. She worked with AMPRO/GRPA as a part-time responsibility.


Pan Dodd Wheeler, “Your City Can Issue a Modern Annual Report,” Tennessee Town & City 1:5 (May 1950) 13-17. Published by MTAS.
• Pan Dodd Wheeler, “Now is the Time – to Start MPR [Municipal Public Relations] Activity,” *Tennessee Town & City* 2:10 (October 1951) 15-20. Published by MTAS.

• Lee Jaffe, “A Public Relations Program is in Your City’s Future,” *Tennessee Town & City* 4:4 (April 1953) 13-16. Note: Jaffe was an early president of AMPRO/GPRA.

• Pan Dodd Wheeler, “Public Relations at City Hall,” *Tennessee Town & City* 7:11 (November 1956) 11-13. Published by MTAS.


• Alice Gorman, *Public Relations and Urban Renewal* (Chicago: National Association of Housing and Redevelopment Officials, 1956). Note: The inside title page states that the monograph was prepared as a chapter in “a forthcoming manual on public relations, due to be published about June 1956 by the Government Public Relations Association.” Mordecai was unable to locate it. It’s possible it was never published.


**File 5:** Minor documentation about other public sector PR organizations

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

• New York State Government Public Relations Association
• London Government Public Relations Association
• Local Government Public Relations Association of Australia
• Association of Municipal Public Relations Officers, South Africa

**Subseries 13: PR of the Federal Reserve Bank, 1922**


**File 1:** Chronological file of government documents and media coverage

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

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


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

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

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

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

**Subseries 15: Legislative Liaison by Federal Agencies**

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

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


• March 8, 1993: GAO, “Personnel Engaged in Public and Congressional Affairs in Federal Agencies,” B-249157 – GGD-93-71FS.


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

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

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

**Notes:**

• In the winter of 1972-73, President Nixon planned a major reorganization of the federal executive branch to give him more control over the bureaucracy during his second term. This effort included gaining more control over the public information officers of departments and agencies. As it turned out, this effort gradually petered out in the spring of 1973 due to the Watergate scandal.

• The files below come from documentation collected for *Nixon’s Super-Secretaries: The Last Grand Presidential Reorganization Effort* (College Station: Texas A&M University Press, 2010).
File 1: Nixon White House internal documents relating to direct efforts to enhance White House control over and coordination with the senior PR and legislative liaison officers in Cabinet departments and independent agencies:

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

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

- November 20, 1972: Questionnaire used by Haldeman and Ehrlichman for potential appointees in second term to agree to. It included the acceptance of the principle that “Public affairs, Congressional relations, General Counsel and personnel organizations within the
Departments will be coordinated by and answerable to their White House counterparts.” (The example in the files is of Ehrlichman going through the checklist and getting commitments from George H. W. Bush prior to any new appointment in Nixon’s second term.)

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

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

- Memo from Jack W. Carlson to Weinberger (then OMB Director), December 9, 1972, “Administratively Confidential.” He was critical of the-then HEW Assistant Secretary for Public Affairs.
- Memo from Jack McDonald to Weinberger, February 16, 1973, “Eyes Only.” Proposal to reorganize PR at HEW.
- Memo from Jack McDonald to Weinberger, Subject: The Mission We Discussed, February 16, 1973.
- Memo from Jerry Jones to H. R. Haldeman, Subject: Lewis M. Helm, March 26, 1973. Recommends that President Nixon nominate Helm to be Assistant Secretary of HEW for Public Affairs. Haldeman approves it.
**Subseries 17: President Hoover and Federal PR**


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

**Subseries 18: Seminal Research by American Academicians on Government PR**


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

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

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

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

**Subseries 19: Congressional Efforts to Control Agency PR**

*Notes:*

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


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

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


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

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

File 9: Documentation and references for Chap. 9, “Banning on Spending for Indirect Lobbying, May 1951-1996”:
- Folder A: Congress and GAO, 1951-1985
- Folder B: Congress and GAO, 1986-2008; Court decisions and Executive Branch rulings

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

File 11: Documentation and references for Chap. 11, “Differentiating Bad PR from Good PR”
- GAO reports
- Congressional comments
- Controversy over federal PR, 2003-05

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

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

File 1: State Department

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


Notes:
• Most documentation and references for this book are in the Mordecai Lee Papers at the Roosevelt Presidential Library, Hyde Park, NY.

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

File 2:
• Division of Information: in-house documents, plans and organization charts
• Interview of Robert Horton by Richard M. Ketchum, December 30, 1987
• Federal historical publications and National Archives directories of archival collections

Subseries 22: Congressional Control over Agency PR

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

Subseries 23: Nixon’s Presidential Listening Post

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

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

Subseries 24: Edward Banfield as Federal Information Officer

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

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

Notes:
• This file only contains material collected for the section of the chapter discussing the US Geological Survey. For materials on Robert Horton’s PR work, see Subseries 21 above and the Mordecai Lee Papers at the Franklin Roosevelt Presidential Library.

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

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

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

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

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

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

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

Subseries 1: 1900s

File 1: Publications by NGOs and Government Documents

File 2: Newspaper Articles
• “Publicity in charities,” NY Times, June 16, 1909, 5.


File 4: Chapters and Excerpts from Books
• Charles Stelzle, Principles of Successful Church Advertising (NY: Fleming H. Revell, 1908), mostly front-matter only.

File 5: Other: none

Subseries 2: 1910s

File 1: Publications by NGOs and Government Documents

**File 2: Newspaper Articles:** none

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

• “An Effective Exhibition of a Community Survey,” *American City* 12:2 (February 1915) 95-100.

**File 4: Chapters and Excerpts from Books**


**File 5: Other:** none

**Subseries 3: 1920s**

**File 1: Publications by NGOs and Government Documents**


**File 2: Newspaper Articles:** none

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

**File 4: Chapters and Excerpts from Books**

• Chaps. 3-4: “Promoting the [YMCA] Program through Personal Effort” and “Promoting the [YMCA] Program through Publicity,” James W. McCandless, *Association Administration* (NY: Association Press, 1923).
• “Publicity” by nonprofit bureaus of municipal research: Harry H. Freeman (ed.), *Twenty Years of Municipal Research* (NY: Governmental Research Conference, 1927).

**File 5: Other**

• Records of the Committee on Publicity Methods in Social Work (renamed in 1929 to Social Work Publicity Council and, decades later, to the National Public Relations Council of Health and Human Services):
  o Memo from Virginia Wing, Chairman, to Members of the Committee on Publicity Methods in Social Work, Subject: “Shall We Change Our Name?” January 2, 1929. [eventual decision: yes, changed to Social Work Publicity Council]

**Subseries 4: 1930s**

**File 1: Publications by NGOs and Government Documents**

• Helen Cody Bader and Mary Swain Routzahn, *How to Interpret Social Work: A Study Course* (NY: Russell Sage Foundation, April 1937). Reprinted June 1938. Note: In 1934, the Russell Sage Foundation changed the name of its Department of Surveys and Exhibits to the Department of Social Work Interpretation. Perhaps “interpretation” was a more opaque term to be used by the profession in lieu of the increasingly negative connotations of “publicity”?

**File 2: Newspaper Articles**

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

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


**File 4: Chapters and Excerpts from Books**


• Chapter on “Relations with the Local Community,” Ordway Tead, *Creative Management: The Relation of Aims to Administration* (NY: Association Press, 1935).

**File 5: Other**


• Conference on Association Publicity, 1938-1940 (paper-clipped):
  - coverage of association news in *NY Times*
  - references to the association in reports and bulletins of NGO members

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

• Office records of the Russell Sage Foundation relating to social work publicity (renamed interpretation), May 1934-June 1939 (paper-clipped), including:
Subseries 5: 1940s

File 1: Publications by NGOs and Government Documents

File 2: Newspaper Articles

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

File 4: Chapters and Excerpts from Books

File 5: Other
- Office files of the Department of Social Work Interpretation of the Russell Sage Foundation, 1941 to the closing of the department by the Foundation in 1947-48. Including:
  - MSR [Mary Swain Routzahn], “A Memorandum on Relations between Department of Social Work Interpretation and Social Work Publicity Council,” November 14, 1941.
  - Mary Swain Routzahn, Speech accepting the Elisabeth S. Prentiss Memorial Award, Cleveland (OH) Health Museum, November 14, 1944.
  - MSR [Mary Swain Routzahn], “Recommended Study in Public Relations and Public Information,” June 23, 1947.
Files relating to the National Publicity Council for Health and Welfare Services, 1941-48, including its relationship with the Russell Sage Foundation, particularly after the Foundation closed its Department of Social Work Interpretation. Includes:

- For the letterhead of the Council, see: letter from Mrs. Sally E. Bright, Executive Director, to Ralph Hurlin, Russell Sage Foundation, January 13, 1948.

Subseries 6: 1950s-60s

File 1: Publications by NGOs and Government Documents: none

File 2: Newspaper Articles
- Articles referring to Harold P. Levy and his involvement in nonprofit PR (after leaving the Russell Sage Foundation), LA Times:
  - “Welfare agencies to view public relations,” January 26, 1953, A26
  - “Central district chest drive begins tomorrow,” October 19, 1958, A1
  - “Anti-smoking fight to go into classrooms,” April 17, 1963, A1

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

File 4: Chapters and Excerpts from Books

File 5: Other: none

Subseries 7: 1970s

File 1: Publications by NGOs and Government Documents
• White House Memo from John D. Ehrlichman to Bill Baroody, March 16, 1973. Flags impropriety of employees of a Nebraska nonprofit/NGO that had received federal grant funding then lobbying their Congressman for continued funding – going against President Nixon’s recommendation to Congress. Nixon Presidential Library, National Archives.

File 2: Newspaper Articles
• David Burnham, “Atomic Industry to Promote Views,” *NY Times*, January 17, 1975, 34.


File 4: Chapters and Excerpts from Books:

File 5: Other
• Office files of the National Communication Council for Human Services (formerly National Publicity Council for Health and Welfare Services and before that Committee on Publicity Methods in Social Work – see above 1930s and ‘40s) relating to consolidating the organization into the Public Relations Society of America, 1976-77.
• Email exchange between Carlton Spitzer, last president of National Communication Council for Human Services and Mordecai explaining the context of the 1976-77 decision by the Council to merge into PRSA, January 2009.

Subseries 8: 1980s

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

File 2: Newspaper Articles: none

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

File 4: Chapters and Excerpts from Books
Foundation’s Social Work Interpretation Department (late 1930s and 1940s) and author of book on nonprofit PR (1956). See above in the subseries’ for those decades.

File 5: Other: none

Subseries 9: 1990s

File 1: Publications by NGOs and Government Documents
- Charity Lobbying in the Public Interest (initially a freestanding NGO, later a unit of Independent Sector):
  - August 1998: “Public Policy Related Activities that are NOT Lobbying”
  - August 1998: “What are the Main Elements of the 1976 Law?”
  - March 17, 1999: “Lobbying and Advocacy – Similarities and Differences”
  - August 1999: David Arons, “Make a Difference for Your Cause in 3 Hours per Week”
  - October 1999: “Four Important Facts about Lobbying with Foundation Grant Funds”
  - November 1999: “Initiatives and Referenda: Opportunities for Charities under the 1976 Lobby Law”
  - n.d.: “How to Estimate Whether Your Organization Might be Close to the Maximum it may Spend on Lobbying under the 1976 Lobby Law.”
  - n.d.: “Notice to Charities’ Tax Return Preparers and to Charity Organizations Regarding Lobbying – Has Your Charity Elected to Come Under the 1976 Lobby Law?”
- Internal Revenue Service, Department of Treasury, letter on regulation of nonprofit lobbying, February 11, 1999.
File 2: Newspaper Articles

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

File 4: Chapters and Excerpts from Books
  o Chap. 25: James M. Greenfield and John P. Dreves, “Fund-Raising Assessment”
  o Chap. 27: Eugene M. Johnson, “Marketing”
  o Chap. 17: Evelyn Aleman, “Communicating Your Cause”
  o Chap. 18: Tracy D. Connors, “Public Relations and the Self-Renewing Organization”


  ○ Chap. 6: Todd Cohen, “Media Relationships and Marketing”
  ○ Chap. 7: Emily D. Pelton and Richard E. Baznik, “Managing Public Policy Advocacy and Government Relations”


• Bibliographic information or front-matter only (paper-clipped):

File 5: Other

Subseries 10: 2000s

Part A

File 1: Publications by NGOs and Government Documents

- Federal government:
  - Internal Revenue Service (IRS), Department of Treasury, letter on regulation of nonprofit lobbying, July 26, 2000.
  - Internal Revenue Service (IRS), Department of Treasury, letter on regulation of nonprofit lobbying, December 9, 2004.

- Charity Lobbying in the Public Interest, distributed at ARNOVA conference in November 2000 (paper-clipped):
  - “Information Packet” overview
  - attachments (that are not already in 1990s file above)


- Susan Nall Bales and Franklin D. Gilliam Jr., *Communications for Social Good* (NY: Foundation Center, April 2004).


- Center for Public & Nonprofit Leadership, Georgetown University (Washington, DC):

- Impact 2-1-1 [social services call center] [Milwaukee WI], *Sign of the Times: A Report Card to the Community*, 2003-04.


• Center for Lobbying in the Public Interest, *Make a Difference for Your Cause: Strategies for Nonprofit Engagement in Legislative Advocacy*, 2006.


• Nonprofit Academic Centers Council, Cleveland (OH), 2007:
  - *Curricular Guidelines for Undergraduate Study in Nonprofit Leadership, the Nonprofit Sector and Philanthropy*, 1st ed.
  - *Curricular Guidelines for Graduate Study in Nonprofit Leadership, the Nonprofit Sector and Philanthropy*, 2nd rev. ed.


File 2: Newspaper Articles


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

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


• “Nonprofit and Foundation Accountability” *Snapshots: Research Highlights from the Nonprofit Sector Research Fund* (Aspen Institute) 35 (June-July 2004).


• Cynthia M. Gibson, “In Whose Interest: Do National Nonprofit Advocacy Organizations Represent the Under-represented?” *Nonprofit Quarterly* 13:2 (Summer 2006) 14-17.


• Bibliographic information or front-matter only (paper-clipped):
Part B

File 4: Chapters and Excerpts from Books

  - Chap. 7: Eugene M. Johnson and M. Venkatesan, “Marketing”
  - Chap. 10: Marlene Fox-McIntyre, “Internet Strategy for Nonprofits”
  - Chap. 11: Michael Stein, “Nonprofit Success on the Internet: Creating an Effective Online Presence”
  - Chap. 12: Eileen M. Wirth, “Strategic Media Relations”
  - Chap. 19: James M. Greenfield, “Fund-Raising Management”
  - Chap. 21: Keith Seel, “Commercial Ventures: Opportunities and Risks for Nonprofit Organizations”
  - Chap. 25: Milena M. Meneghetti and Keith Seel, “Ethics and Values in the Nonprofit Organization”
  - Chap. 28: Keith Seel, M. Michelle Regel and Milena M. Meneghetti, “Governance: Creating Capable Leadership in the Nonprofit Sector”
  - Chap. 2: Jon Van Til, “Nonprofit Organizations and Social Institutions”
  - Chap. 10: Bob Smucker, “Nonprofit Lobbying”
Chap. 11: John A. Yankey and Carol K. Willen, “Strategic Alliances”

  o Chap. 11: Evelyn Brody, “The Legal Framework for Nonprofit Organizations”
  o Chap. 13: J. Craig Jenkins, “Nonprofit Organizations and Political Advocacy”


  o Chap. 1: Dennis R. Young, “Complementary, Supplementary, or Adversarial? Nonprofit-Government Relationships”
  o Chap. 10: Elizabeth J. Reid, “Advocacy and the Challenges it Presents for Nonprofits”


Bibliographic information or front-matter only (paper-clipped):
  o Sandra L. Beckwith, Publicity for Nonprofits: Generating Media Exposure that Leads to Awareness, Growth, and Contributions (Chicago: Kaplan, 2006).
File 5: Other

  - Robert L. Heath, “Functions of Public Relations”
  - Maureen Taylor, “Nongovernmental Organizations (NGOs)”
  - Kathie A. Leeper, “Nonprofit Organizations”
  - Mordecai Lee, “Non-Profit Organizations, External Relations in”
  - John F. Sacco and Walter Vance, “Accounting and Reporting for Private Non-Profit Organizations – Balancing Economic Efficiency with Social Mission”
- Examples of Milwaukee (WI) and Chicago nonprofit PR:
  - Goodwill Industries, 2002 Annual Report
  - Lake Park Lutheran Church, June 2005
  - Milwaukee-area churches of the Lutheran Church-Missouri Synod, December 2005
  - Kingo Lutheran Church, June 2006

Subseries 11: 2010s

File 1: Publications by NGOs and Government Documents

File 2: Newspaper Articles
- Stuart Elliott, “Steal this idea, a campaign urges,” NY Times, June 20, 2013, B5.
- “Why most campaigns to reduce teen pregnancy are about as effective as a condom with a hole in it” (ad), Milwaukee [WI] Journal Sentinel, January 29, 2014, 7B.
- Craig Gilbert, “Trump will tout efforts to close skills gap in visit,” Milwaukee [WI] Journal Sentinel, June 11, 2017, 10A.

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

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


Mordecai Lee, “Glimpsing an Alternate Construction of American Public Administration: The Later Life of William Allen, Co-Founder of the New York Bureau of Municipal Research,” *Administration & Society* 45:5 (July 2013) 522-62. Note: Allen’s approach to reforming government was by basing himself at a nonprofit/NGO and then focusing on publicity to promote public support for the measures he was advocating for. He did this at the NY Bureau of Municipal Research (1907-1914) and then at his Institute for Public Service (1915-1962). For detailed research materials and records, see Series V, Subseries 2.

Alicia Schatteman (ed.), Special Issue on Nonprofit Accountability, *International Review of Public Administration* 18:3 (2013), including:


Bibliographic information or front-matter only (paper-clipped):


**File 4: Chapters and Excerpts from Books**

  - Chap. 1: Peter Dobkin Hall, “Historical Perspectives on Nonprofit Organizations in the United States”
  - Chap. 11: Brenda Gainer, “Marketing for Nonprofit Organizations” (first and last pages only)
  - Chap. 12: Kathy Bonk, “Strategic Communications”

  - Chap. 1: Aseem Prakash and Mary Kay Gugerty, “Advocacy Organizations and Collective Action: An Introduction” (selected pages)
  - Chap. 12: Mary Kay Gugerty and Aseem Prakash, “Conclusion and Future Research: Rethinking Advocacy Organizations”
• Chap. 8: “Interest Groups, Case Studies, Public Policy, and Political Theory,” McGee Young, Developing Interests: Organizational Change and the Politics of Advocacy (Lawrence: University Press of Kansas, 2010).

  o Chap. 25: Jennie Winton and Zack Hochstadt, “Nonprofit Marketing” (title page only)
  o Chap. 26: Beth Kanter, “Using Web 2.0 Tools to Tell Your Organization’s Story: Blogs, Flickr, and YouTube,” (title page only)
  o Chap. 27: Kivi Leroux Miller, “Crafting an Effective Newsletter Strategy” (title page only)
  o Chap. 28: Marika Holmgren, “Painless and Effective Event Planning: Let’s Get this Party Started!” (title page only)
  o Chap. 29: David Fenton, “Public Relations for Nonprofits: Getting Ink for Your Cause”


  o Chap. 10: Elizabeth T. Boris and Matthew Maronick, “Civic Participation and Advocacy”
  o Chap. 16: Kevin P. Kearns, “Accountability in the Nonprofit Sector”

• Jeffrey M. Berry and Sarah Sobieraj, The Outrage Industry: Political Opinion Media and the New Incivility (NY: Oxford University Press, 2014).

• Bibliographic information or front-matter only (paper-clipped):
  o John Capecci and Timothy Cage, Living Proof: Telling Your Story to Make a Difference; Essential Skills for Advocates and Spokespersons (Minneapolis, MN: Granville Circle, 2012).

• Nicolas A. Valcik, Teodoro J. Benavides and Kimberly E. Scruton, Nonprofit Organizations: Real Issues for Public Administrators (Boca Raton, FL: CRC/Taylor & Francis, 2015):
  o Section II: “Public Relations Issues”: Chaps. 2-8 are case studies focusing on specific public relations problems facing a nonprofit administrator and suggestions for handling them.
  o Chaps. 9-10, 13, 15-16, 20-22, 24, 27-28, 30-32: These case studies have a central focus on other managerial issues, but also discuss their public relations implications for the nonprofit manager and suggestions for handling them.


File 5: Other

- Examples of Milwaukee and Wisconsin nonprofit PR products:
  - Hunger Task Force of Milwaukee (WI), Strategic Plan, July 25, 2013.
  - John K. MacIver Institute for Public Policy (Madison, WI), publicity materials, 2016 (paper-clipped).
  - Hunger Task Force of Milwaukee (WI): presentation by Maureen Fitzgerald, Advocacy Director, to Mordecai’s course on nonprofit public relations and advocacy, spring 2016: PowerPoint and publicity materials.
Series V
NGO/Nonprofit PR: Documentation and Records from Mordecai’s Writings (Selected)

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


Notes:
- The book highlights nonprofit and governmental bureaus of efficiency. These bureaus sometimes put major emphasis on public relations as a way to mobilize public support for good government reforms.
- The research files on the nonprofit bureau of efficiency in Milwaukee (Chap. 2 of the book) are held in the archival collection of its successor organization, the Public Policy Forum of Milwaukee. The research files on the nonprofit bureau of efficiency in Chicago (Chap. 4 of the book) are held in the archival collections at the Chicago Historical Society.

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


File 3: Wisconsin Efficiency Bureau, 1915-1916
- Publications
- Correspondence
Includes Williams Allen’s survey of the University of Wisconsin and the controversy it sparked. Related materials below in File 1 of Subseries 2: William Allen.

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


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

File 1: 1905-1915
- Allen before co-founding the NY Bureau of Municipal Research (1905-07)
- Allen at the Bureau of Municipal Research (1907-1914), including cover page of the first issue of the Bureau’s publication Municipal Research, No. 1, July 26, 1913.
- Allen’s survey of the University of Wisconsin and the controversy it sparked (1914-15). Related materials in File 3 of Subseries 1: Wisconsin Efficiency Bureau (above).

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

File 3: 1918-1919

File 4: 1920-1923

File 5: 1924-1927

File 6: 1928-1933

File 7: 1934-1962

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

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

File 1: Chap. 1: Benjamin Marsh’s NGO publicity and advocacy activities before co-founding the People’s Lobby in 1928:
- Philadelphia Society for Organizing Charity and Pennsylvania Society to Protect Children from Cruelty, 1902-08 (?)
- Committee on Congestion of Population in New York, 1912-16 (?)
- Society to Lower Rents and Reduce Taxes on Homes, 1915-16
- League for Municipal Ownership and Operation, 1916
- Farmers’ National Council (earlier names: Farmers’ National Headquarters and Farmers’ National Committee), 1918-28, including
  o Special Committee on Farm Labor, 1918
  o Special Committee on the Draft, 1918
- People’s Reconstruction League, 1921-27
- Sacco-Vanzetti Defense Committee, 1927
- Anti-Monopoly League, 1927-28

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

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

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

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

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

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

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

File 5: Chap. 10: Activities of the People’s Lobby, 1945
File 6: Chap. 10: Activities of the People’s Lobby, 1946
File 7: Chap. 10: Activities of the People’s Lobby, 1947
File 8: Chap. 10: Activities of the People’s Lobby, 1948
File 9: Chap. 10: Activities of the People’s Lobby, 1949
File 10: Chap. 10: Activities of the People’s Lobby, 1950
Series VI
Recommended Research Methodology for PR History:
Triangulation

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

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

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

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

Given this methodological focus, secondary literature is tainted by later perspectives, the imperative for narrative coherence and histories built on the hindsight that authors had years or decades later. The contemporary sources I came to rely on were archives, official government publications and journalism. By using a triangulation approach, those three sources helped reconstruct events, sometimes on a day-to-day basis, even hour-by-hour in a few instances.
Regarding archives, sometimes sources are widely dispersed and are difficult to locate. Also archival holdings might be selective in terms of what is saved and what isn’t (or what is donated and what isn’t). Nonetheless, archives are an important part of the triangulation approach, particularly day-to-day office materials, such as memos, reports and phone conservations.

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

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

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

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

File:


• Christine Daymon and Immy Holloway, *Qualitative Research Methods in Public Relations and Marketing Communications*, 2nd ed. (London: Routledge, 2011).


Addendum A
Bibliography of Mordecai Lee’s
Writings on Government and NGO Public Relations

Books
6. The Philosopher-Lobbyist: John Dewey and the People’s Lobby, 1928-1940 (Albany: State University of New York Press, 2015). Note: The People’s Lobby was an NGO that put major emphasis on an active public relations program to mobilize public support for its policy proposals.

Book Editor

Articles in Journals
38. “Glimpsing an Alternate Construction of American Public Administration: The Later Life of William Allen, Co-Founder of the New York Bureau of Municipal Research,” Administration & Society 45:5 (July 2013) 522-62. Note: Allen’s approach to reforming government was by basing himself at a nonprofit/NGO and then focusing on publicity to promote public support for the measures he was advocating for. He did this at the NY Bureau of Municipal Research (1907-1914) and then at his Institute for Public Service (1915-1962). For detailed research materials and records, see Series V, Subseries 2.
39. “Working for Goodwill: Journalist Lowell Mellett,” Traces of Indiana and Midwestern History (quarterly of the Indiana Historical Society) 27:4 (Fall 2015) 46-55. Note: Mellett had been an advisor to President Franklin Roosevelt on public relations. That subject was covered in detail in Mordecai’s 2005 book The First Presidential Communications Agency. This article serves as bookends to that book: it covers Mellett’s journalism career before going to the White House and then his career as a syndicated editorial columnist afterwards. There is no significant overlap between this article and the book.
Chapters


1. See the last subchapter of the chapter discussing federal PR in the state of Wisconsin and the Milwaukee metropolitan area.


Encyclopedia Entries


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

Minor Publications


7. “Administrators are from Jupiter, Reporters are from Mercury,” *PA Times* 24:6 (June 2001) 7.


11. “Skipping the Middle Man with a Governmental E-News Site: Public Administration, the Media and News Consumers,” *PA Times* 30:11 (November 2007) 5.


Conferences


6. Presentation: “Why Can’t a Woman be More Like a Man”? A Government Public Relations Perspective on Corporate Social Responsibility.” Pre-conference panel on Corporate Social

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


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

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

1. Governmental Reporting in Texas State Administration, master’s thesis in political science, University of Texas-Austin, 1932, unpublished.


