

# Index

- Academic support, 70–71
- Access to healthcare, 253–257
- Access to resources, 62
- Acquisitions, 200, 254
  - talent, 102, 106
- Active participation, 62, 69, 70,  
72, 77
- Adecco, 234
- Adobe, 123, 130, 131
  - Adobe Premiere, 132
- Advertising, 38, 236, 563
- Africa, 107, 114, 150–153,  
167–192
- Africa Innovation Challenge  
(J&J), 168, 186, 188
- African-American community,  
62
- African continent, 150–153
- Afshar, Vala, 43
- Air pollution, 36
- Alcoa, 19
- Altruism, 59, 129
- Amazon, 181
- Ambassadors, 11, 37, 47–48,  
72, 94, 106, 116, 224,  
247, 251, 264
- American Gaming Association,  
272, 274
- American Red Cross, 58
- Anaphylaxis, 244, 256, 257,  
262
- Asia-Europe Education  
Workshop, 147
- Associated Press, 229, 234
- AT&T Inc., 227, 228, 230–233
- Athletes, xi, 221–238
- Atlantic City, 272–274
- Attitudes, 13, 16, 38, 108, 154,  
169, 202
- Audience(s), 48, 55, 56, 60, 65,  
148, 209, 223, 225, 250,  
252, 261, 262, 276, 282
  - external, 202
  - internal, 13
- Audits
  - internal communication  
through measuring,  
13–14
- Authenticity, 63, 64, 94, 116,  
127, 145, 169, 173, 237,  
246, 249, 279
- Authority figures, 74
- Automakers, 101, 102,  
106–110, 113, 116
- Autonomy, 9, 21, 146, 161, 183
- Awards, 66, 205, 208, 211,  
212, 214, 230
- Baby Boomers, 95
- Bandwagon effect, 227
- Beliefs, 7, 13, 49, 95, 96, 128,  
129, 173, 201, 208, 235,  
251, 252, 260, 280
- benefit corporation (B  
corporation), xi, 125,  
133
- Benin, 151
- Best corporate citizens, 46

- Best employer surveys (BES), 15
- Bhutan, 131
- Big data, 39
- Blog(s/ing), 37, 94, 97, 136
- Body Shop, The, 173
- Bottom line, 154, 207, 209, 275, 281  
triple, xiii, 2, 24, 54, 126, 170, 245
- Bottom of the Pyramid (BoP) framework, 168, 175, 176, 178
- Boundary spanning, 2, 22, 23, 180, 247
- Brain drain, 99, 110
- Brand(s/ing), 37, 43–45, 105, 172, 174, 182, 183, 234, 235, 252, 276  
advocacy, 40, 50  
ambassadors, 47–48  
awareness, 256  
clusters, 40, 42, 48  
employer, 15–16  
enhancement, 191  
evangelists, 39  
identity, 59  
image, 50
- Bresch, Heather, 250, 255, 256, 258–260
- Brigham Young University, 130
- British Medical Journal*, 170
- British Petroleum, 169
- Broadcasting, 38
- Broadcast networks, 41, 42
- Browne, Lord John, 169
- Burberry, 181
- Burma, 130, 131
- Burundi, 130, 131, 168, 179
- Business acumen, 180
- Business case argument, 154
- Business communication, 9
- Business Incubation Centre of Kabgayi, 159
- Business model, 37, 125, 126, 153, 173, 175–177, 184
- California Institute of Technology, 150
- Cameroon, 151
- CAMPFIRE program, 62
- Capital  
human, 152, 177  
social, 2, 3, 6, 25, 46, 49, 58
- Career development, 72, 77, 188
- Casino gambling, 273–274, 275
- Catholic Diocese of Kabgayi, 155
- Cause marketing, 58
- CBS News, 200
- Center for a New American Security, 228
- Center for Creative Leadership, 172, 180
- Centre de Recherche et de Professionalization Department, 157
- Chaffetz, Jason, 255
- Change, xiii, 20, 107, 110, 136, 147, 154, 177, 200–203  
climate, 36, 37, 45, 46, 184  
social, 8, 145, 169, 185  
sociopolitical, 63, 67, 74, 88  
organizational, 10, 14, 18, 21, 204, 217
- Chartered Institute of Public Relations (CIPR), 8
- Chief Human Resources Officer (CHRO), 181
- Chief People Officer (CPO), 181
- Children, 11, 17, 59, 244, 261, 264, 282
- China, 172
- Christian engagement, 144, 158–159
- Chrysler Corporation, 19
- Cities, 54–56, 60, 61, 272
- Citizenship, 11, 145, 147, 148, 155, 174, 184–186

- corporate citizenship, 102, 168, 170, 173, 176, 191
- Civic organizations, 223, 233, 238
- Clearwater, 53, 64, 65, 68, 73, 78
  - At The Helm*, 66, 67, 69, 70, 74, 77, 79
- Clients, 205, 211
- Climate change, 36, 37, 45, 46, 184
- Clinton, Hillary, 244
- Coca-Cola Company, The, 236
- Coffee, 174, 247
- Collaboration, 9, 19, 47, 55, 63, 94, 113, 117, 147, 156, 157, 159, 161, 174, 177, 178, 184, 186, 188
- Collective identity, 243, 245, 251–253
- Collective orientation, 243, 245, 248–251, 253, 262, 264
- Collegiality, 5
- Comcast, 227
- Commitment, x, xii, 10, 13, 17, 18, 24, 53–55, 57, 58, 61, 71, 72, 76, 78, 91, 93, 94, 97, 98, 100, 112, 114–116, 129, 144–147, 154, 158, 170, 171, 173, 174, 184, 188, 189, 191, 200, 205, 216, 232, 233, 243, 245, 247, 249, 254, 259, 261–264, 276, 277, 279, 280, 283
- Common good, 159
- Communication
  - business, 9
  - employee/organizational, 8, 9, 24
  - flow, xii
  - integrated internal, 9
  - management, 9
  - open, 58, 92, 112–113
  - top-down, 113
  - internal, 2, 3, 6, 8–10, 16, 17, 22, 24, 92, 203, 266
  - two-way, 4, 5, 23, 107, 188
- Communication audit, xi, 13, 14, 199, 201, 215, 216
  - data collection for, 213–214
  - of organizational culture, 206–209
  - research method, 14
- Communitarianism, 12
- Community, x, 54, 61, 126, 128, 134, 136, 139, 140, 144, 145, 209–213, 216, 236, 237, 247, 248, 254, 264, 273
  - charity, 159
  - clusters, 40
  - engagement, 67, 68, 71, 78, 88, 96, 147, 278, 283
  - hospital, 211
  - indigenous, 125
  - involvement, 91, 107, 110–112, 116, 150
  - leaders, 70, 74
  - level empowerment, 74, 76, 88
  - organizer, 154
  - outreach, 76, 146, 155–156, 159, 160
  - relations, xi, 7, 12, 92, 94, 95, 148, 167–192, 211
  - well-being, 160
- Company benefits, 208
- Competition, 90, 95, 96, 106, 107, 109, 112, 115, 126, 146, 172, 179, 188, 189, 234, 273
- Competitive advantage, 109
- Computer-mediated communication (CMC), 50
- Conflict, 2, 21, 38, 59, 91, 143, 200, 205, 243, 245, 249
- Congo, 130, 131, 179

- Conservation, 70–72  
 Conservation–environmental  
   program, x, 53–56,  
   64–66, 68, 74,  
   76–81  
   barriers to success, 60–61  
   benefits of, 55–56  
   development, empowerment  
   and, 61–63  
 Conservationists, 54  
 Consumers, 12, 124, 125,  
   174–176, 183, 185,  
   187, 205, 246, 247,  
   254–256  
   engagement, 40  
 Cooperation, xii, 4, 21, 22, 63,  
   149, 153, 228, 233, 247,  
   249  
 Core competencies, 7, 93, 117  
 Core values, 16, 123, 180, 182,  
   205, 215, 216, 279  
 Corporate citizenship, 102, 168,  
   170, 173, 176, 191  
 Corporate communication, 9  
 Corporate conscience, 12  
 Corporate legitimacy, 246  
 Corporate/organizational  
   culture, 110–113, 128  
   CSR/S and, 205–206  
   defined, 201–204  
   implications for PR and  
   HR management,  
   204–205  
   public relations' role in  
   shaping, 199–217  
 Corporate social responsibility  
   (CSR), 4, 11–13, 59, 64,  
   92–94  
   communication, 180–183  
   defined, 245–248  
   empowering and developing  
   employees through,  
   113–114  
   in employee value  
   propositions, 108–110  
   to engage and return  
   employees, using, 98–99  
   goals, measuring/monitoring,  
   190  
 Index, 184  
 modeling, 46–47  
 nonprofits and, 58–60  
 organizational culture and,  
   110–113, 205–206  
 recruiting Millennial  
   generation through,  
   95–97  
 recruitment activities with,  
   105–108  
 reports, 250, 253, 256,  
   257, 259, 261, 262,  
   277, 283  
 stakeholder relations and,  
   223–224  
 stakeholders trust and,  
   171–175  
 Corporatisation, 146  
 Cotopaxi, xi, 123–141  
 Credibility, 40, 91, 94, 115,  
   116, 202  
 Crisis, 10, 15, 19, 58, 145, 173,  
   174, 202, 203, 217, 243,  
   244, 246, 252  
 Critical Social Theory of Youth  
   Empowerment (CSTYE),  
   x, 63–64  
 Critical theory, 4, 23  
*CR Magazine*, 48  
 Crown Equipment Corporation,  
   232  
 C-Suite, 17, 47, 50, 181  
 Cultural awareness, 180  
 Cultural warfare, 202  
 Culture indicator, CSR as,  
   108–109  
 Customer relations management  
   (CRM), 36  
 Customer service, 102, 208,  
   211, 235  
 Czechoslovakia, 149

- Daraprim, 256  
 Decision-making, 7, 9, 38, 63,  
     67, 88, 180, 183, 227,  
     260, 263  
 Deforestation, 54  
 Democratic Republic of Congo.  
     *See* Congo  
 Demographics, 56, 62  
 Department of Justice, 244  
 Desmond Tutu HIV  
     Foundation, 137  
 Detroit, 99, 101, 110, 276  
 Developing nations, 59, 176,  
     178, 189, 191  
 Dialogue, 92, 96, 97, 100, 113,  
     115, 188, 260  
 Dick's Sporting Goods, 235  
 Discrimination, 93, 152, 247  
 Distribution systems, 177  
 Diversity, 2, 3, 20, 25, 93–96,  
     105–107, 116, 230,  
     276–278, 280, 283  
     practices, 95  
     workplace, 94  
 Doing good, 95, 127, 170, 214,  
     225, 227, 260–262  
 Doing well, 140, 253,  
     260–262  
 Dominant narrative, 36  
 Donations, 55, 56, 58, 59, 127,  
     134, 169, 200, 213, 259,  
     283  
  
 Earth Day, 45, 48  
 Ecology, 62, 145, 147, 149  
 Economic development, 147,  
     169, 191, 274  
 Ecosystems, 54, 177  
 Education, 46, 47, 54, 56–57,  
     61, 63, 66, 70, 71, 79,  
     81, 107, 108, 131, 136,  
     146–153, 155, 161,  
     169, 176, 180, 187, 188,  
     190, 209, 211, 212  
 Elected officials, 70, 74  
  
 Electronic word of mouth  
     (EWOM), 40, 46, 49  
 Emerging volunteer, 137–138  
 Employee/organizational  
     communication, 8  
 Employee(s)  
     attraction, 89  
     commitment, 174  
     communication, 9, 16, 18,  
         20, 21, 23, 24, 47, 98,  
         102, 245  
     CSR committees, 113–114  
     development, 113, 114  
     disgruntled, 202  
     engagement, 24, 37–39,  
         280–281  
     incentives, 189–190  
     involvement, 18, 113, 171  
     outreach services, 160  
     publics, 2  
     recruitment, 13, 20, 89, 105,  
         110  
     relations, 2, 6, 9, 10, 13, 16,  
         18, 23, 25, 46, 95, 146,  
         155, 162  
     relationships in university  
         settings, 153–155  
     retention, 90, 99, 118, 174  
     satisfaction, 93, 134, 181,  
         259, 279, 283  
     strikes, 200  
     treatment of, 94  
     value propositions, 89, 96,  
         100, 108–110, 115  
     well meaning, 202  
     within organizations,  
         respecting, 16–18  
 Employer attractiveness, 15  
 Empowerment, x, xii, 3, 7, 9,  
     12, 43, 53–81, 87, 92,  
     105, 113–114, 148,  
     153–155, 181, 188,  
     266, 276  
     defined, 55  
 Encroachment, x, 1, 3, 20–21, 23

- Energy conservation, 56  
 Energy consumption, 54  
 Energy Renaissance, 43  
 Engagement, 5, 56–57  
 Environmental degradation, 81  
 Environmental impact, 95  
 Environmentalism, 54, 61, 64, 77, 79  
 Environmental movement, 12, 70  
 Environmental performance, 94  
 Environmental Protection Agency (EPA), 37  
 Environmental technologies, 149, 150  
 Environmental tokenism, 246  
 #EpiGate, 244, 245, 254, 265, 266  
 EpiPen, xi, 243–266  
 Equal workplace opportunity, 150  
 Equitable business practices, 129  
 Ericsson, 43, 281  
 Ernst & Young (E&Y), 236  
 Ethical practices, 180  
 Ethics, 3, 4, 5, 6, 13, 117, 124, 148–150, 152–154, 181, 184, 247  
 Ethiopia, 174  
 Ethnic identity, 152  
 Ethnic quota, 152  
 Europe, 8, 9, 125, 186  
 European Association for Internal Communication, 8  
*European Survey on Corporate Social Responsibility, A*, 185  
 Evolution, 203, 274  
 Excellence theory/excellent PR, x, 4, 23, 90–92, 100, 115  
 Expectations, 54, 58, 92, 93, 95, 105, 128, 154, 200, 204, 224, 225, 243–247, 253, 266, 275  
 Experienced volunteer, 134–135  
 Extension services, 159  
 Facebook, 49, 97, 107, 188, 244  
 Faculty/staff training, 149, 150  
 Fair trade coffee, 247  
 Family, 58, 70, 94, 126, 160, 186, 209–213, 216, 226, 227, 230, 232, 233, 244, 254, 255, 257, 259, 279  
 Farmers, 133, 174, 179, 188  
 Farmers Insurance, 227  
 Fayol, Henri, 4, 21  
 Feminine hygiene, 168  
*Financial Times, The*, 172, 175  
*Forbes*, 46  
 For-profit organizations, 8, 9, 59, 102, 144, 150  
 Fortis Energy Services, 232  
*Fortune*, 500, 46, 93, 127, 128, 172  
 Fun work climate, 15  
 Future workforce, 105, 107–108  
 Gardens, 57  
 General Electric, 170  
 General Motors, 274  
 Genocide, 152  
 Georgia Pacific, 227  
 Ghana, 106, 145, 151  
 Global awareness, 180  
*Global Good, The*, 140  
 Globalization, 8, 11, 59, 73, 117, 146, 148, 177, 181  
 Global Reporting Initiative (GRI), 173  
 Global warming, 36  
 Goals, xi, xii, 2, 4, 5, 9, 14–15, 18, 20–22, 24, 25, 38, 54, 59–61, 63–65, 67, 72–74, 78–80, 88, 93,

- 96, 116–118, 126, 127,  
133, 134, 139, 140, 146,  
147, 149, 153–155,  
169, 173, 175, 176, 179,  
183, 187, 189, 190,  
203–205, 214, 221,  
224, 229, 231, 234, 245,  
249, 251, 252, 256, 264,  
265, 272, 274, 276, 277,  
279
- Goldman Sachs, 123, 130, 131,  
135, 136, 139
- Good business, 225, 246
- Goodfellas, 274
- Good will, 206
- Google, 181, 227
- Governments, 3, 9, 44, 45, 48,  
58, 62, 67, 93, 94, 99,  
100, 144, 169, 172, 174,  
176, 178, 187, 223, 225,  
227, 228, 231, 233, 238,  
273, 274
- Gratitude, 159
- Great Place to Work*, 15
- Green policy, 37, 39
- Greenwashing, 12, 59, 63, 127,  
138, 167, 170, 181
- Group membership, 128
- Guardian, The*, 45
- H&M, 46
- Habitat for Humanity, 56
- Halo effect, 236
- Harmony, 5
- Harvard University, 149
- Hasbro, 184
- Healthcare, xi, 20, 199, 201,  
206, 207, 209–215,  
261–263  
access to, 253–257
- Hermeneutic phenomenological  
theme analysis, 65, 68,  
102, 104
- Hierarchy, 4, 9, 202, 203
- Higher education, 143, 146–153  
institutions (HEIs), 146–150
- Hire Heroes Act of, 2011,  
226–227
- Hiring programs, xi, 221–238
- HIV/AIDS, 260–262
- Home Depot, Inc., The, 227,  
231, 234
- HR–PR cross-unit working  
relationship, 21–22
- Human capital, 152, 177
- Human dimension, 221–238
- Humanitarianism, 135, 153
- Human resources (HR), 1–25,  
221–238  
functions within  
organizations,  
developing, 6–7  
managers, advice for,  
281–284  
relationship building, 18–20  
roles of, 180–183, 224–225
- IBM, 181
- ICK Alumnae Association, 160
- Identity, 50, 137, 276, 279  
brand, 59  
collective, 243, 245,  
251–253  
development, 63  
ethnic, 152  
organizational, 252  
orientations, 248–251, 253,  
258, 262–265  
social, xi, 2, 5, 9, 14, 20,  
128, 129
- IKEA, 45
- Image, 47, 50, 59, 134, 146,  
149, 162, 191, 202, 204,  
210, 221, 222, 224, 225,  
228, 231, 233,  
235–237, 254, 261–263
- Imperial College, London, 149
- India, xi, 125, 137, 178, 179
- Innovation, 5, 7, 14, 169, 170,  
190, 191

- open social, 169, 175–180, 182–188, 191
- product, 255
- technology, 44
- Innovation Challenge, 168, 186, 188
- Insider, 116, 151
- Insider activist, x, 3, 12, 17, 183
- Inspiring Our World, 271, 272, 273, 275–277, 280, 282
- Institut Catholique de Kabgayi (ICK), xi, 143–162
- Institute of Internal Communication, 8
- Institutional Review Board (IRB), 101
- Integrated communication, 94
- Integrated internal communication, 9
- Intel, 184
- Interaction, 39, 43, 50, 65, 67, 78, 128, 132, 137, 145, 146, 201, 202, 204, 215
- Interdepartmental relationships, 3–6
- Interfacing, 209, 211, 213
- Internal communication, 2, 3, 6, 8–10, 16, 17, 22, 24, 92, 203, 266
  - through audits, measuring, 13–14
- Internal customers, 7
- Internal publics, 2, 9
- Internal relations, public
  - relations perspective on, 8–11
- International Association of Strategic Communicators, 8
- Internationalization, 148
- International Olympic Committee, 234
- International Rescue Committee of Salt Lake, 139
- Internet, 36, 46, 58, 65
- IOC
  - Athlete Career Program, 234
  - Istanbul Bilgi University, 149
- Job acceptance, 93
- Job pursuit intentions, 93
- Job satisfaction, 5
- Johnson & Johnson (J&J), 167–192, 227
  - Africa Innovation Challenge, 168, 186, 188
  - corporate social responsibility, 183–184
  - open social innovation, 183–184
- Journalism, 38
- Juniper Networks, 134
- Kellogg's, 227
- Kenya, 150–151, 179, 187, 189
- Kindred spirit volunteer, 135–136
- Knight, Phil, 126
- Knowledge transfer, 151
- Knuven, Lindsey, 134, 139
- Labor market, 15, 152
- Las Vegas, 272–274, 276, 278
- Latin America, 125
- Leaders, xii, 38, 43, 49, 50, 55, 69–71, 73, 74, 77, 114, 135, 145, 170, 172, 176, 181, 182, 185, 186, 203, 225, 230, 263, 264
- Leadership, 9, 37, 61, 62, 63, 66, 74, 88, 182, 188, 189, 227, 229, 232, 233, 250, 258
  - communication, 9
  - skills, 114, 187
  - style, 129
  - training, 69–70, 77
- Leaders in Environmental Action for the Future, 66



- LEAF program, 66, 71–73, 76, 77–78
- Legitimacy, ix, xi, 2, 59, 91, 250, 254, 262, 264
  - challenges, 246, 253, 257, 263, 266
  - gap, 12, 243–245, 252
  - moral, 246
- LinkedIn, 49
- Local enterprises, 174
- Loyalty, 16, 17, 36, 50, 98, 116, 154, 181, 224, 243, 245, 247, 249
  
- Madagascar, 179
- Mahoney, Craig, 145
- Management, 4, 5, 10–12, 14–16, 20, 22, 126, 135, 140, 214, 265
  - brand, ix
  - business, 96
  - communication, 8, 9
  - CSR, 113, 118
  - culture, 203
  - customer relations, 36
  - diversity, 3
  - ethics, 150
  - function, 2, 8, 21, 24, 38, 204
  - human resource, 6, 8, 9, 50, 199, 204–205, 232
  - organizational, 23, 61, 266
  - relationship, 180, 247
  - reputation, ix
  - risk, 124
  - strategic, 21
  - talent, 90, 100, 104, 105, 114–118, 224
- Mapping, 35, 36, 48, 154, 156
- Marketing, 2, 4, 7, 9, 15, 20, 37–39, 47–50, 170, 173, 178, 222, 234–236, 272
  - cause, 58, 106, 127, 162
- Market share, 174
- Martin, Lockheed, 227
- Massachusetts Institute of Technology, 150
- Mauritius, 179
- Mayotte, 179
- Meadows, Mark, 258
- Media relations, and military veterans hiring programs, 232–233
- Mentoring, 188, 189, 237
- Mergers, 8, 200, 254
- Messages, uncontrolled, 202
- Messaging, 19, 49, 56, 94, 117, 222, 235, 273
- Method Products, 173
- MGM Resorts International, xi, 271–277, 283
- Michigan, x, 89–118
  - employment climate, 99–100
- Microsoft, 183
- Middle East, 125
- Military MOJO, 227
- Military veterans, xi, 221–238
  - hiring, 226–228
- Military veterans hiring programs
  - communicating, 229–231
  - media relations and, 232–233
  - small businesses programs, 231–232
- Millennials, xi, 15, 37, 60, 89–91, 99, 100, 104–110, 114–116
  - generation through CSR, recruiting, 95–97
- Millennium Development Goal, 169
- Mission, x, 24, 54, 58, 60, 72, 77, 93, 127, 133, 134, 138, 140, 146, 147, 149, 151, 155, 158, 160, 161, 201, 202, 221, 222, 228, 238, 252–255
  - creep, 205

- Mission: Transition, 231  
 Moral legitimacy, 246  
 Moral obligation, 159  
 Morgan Stanley, 227  
 Mortgage Banking, 116  
 Mozambique, 151  
 M-Pesa Challenge, 179  
 Mutually-beneficial  
     relationships, ix, 6, 13,  
     17, 19, 23, 38, 91, 130  
 Mylan, xi, 243–246, 248–266  
 Myths, 215, 216, 254, 260
- Nardelli, Robert L., 231  
 National Retail Federation, 229  
 Natural source protection, 149  
 Nature, 40–41, 43–44  
 Navy SEAL, 228  
 Nepal, 130  
 Network centrality, 36, 41, 48  
 Network structure, 39  
 News, 19, 37–41, 44, 48, 139,  
     161, 200, 212, 229, 231,  
     232  
 Newsletter(s), xi, 14, 205–209,  
     211–215  
     stories, content analysis of,  
     207–209, 211–212  
*New York Times*, 200, 227,  
     229, 230  
 New Zealand, 62  
 Nike, 126  
 9/11, 222, 226  
 NodeXL mapping, 36, 41–43,  
     49  
 Nongovernmental organizations  
     (NGOs), 3, 58, 59, 94,  
     144, 153, 169, 174, 176,  
     178, 179, 238  
 Nonprofit organizations, x, xii,  
     5, 8, 18, 23, 54, 59, 66,  
     78, 81, 125, 134, 144,  
     145, 150  
 Nonprofit social responsibility,  
     53–81
- Obama, Barak, 222, 227  
 Obama, Michelle, 227, 230  
 Ochal, Glenn, 235  
 Olympic athletes  
     hiring, 233–235  
     hiring programs,  
         communicating,  
         235–236  
 Olympic Games, 222,  
     234–236  
 Olympic Job Opportunities  
     Program, 234  
 Ombudsmen, 6  
 One-way classroom education,  
     62  
 Online promotion, 97  
 Open communication, 58, 92,  
     112–113  
 Open door policies, 112  
 Openness, 159  
 Open Social Innovation (OSI)  
     model, 169, 175–180,  
     182–188, 191  
 Opportunism, 246  
 Oracle, 134  
 Organizational/workplace  
     culture, ix, xi, 21, 90, 97,  
     98, 100, 110–113, 115,  
     116, 118, 154, 169, 171,  
     174, 180, 181, 188,  
     199–217, 224, 228  
 Organizational attractiveness,  
     93  
 Organizational identity, 252  
 Organizational management,  
     23, 61, 266  
 Organizational science, 4, 21  
 Organizational social  
     responsibility (OSR), 145  
 Organizational support, 73  
 Outreach, 54, 56, 76, 79, 81,  
     96, 117, 143, 144, 146,  
     147, 155–157,  
     159–161, 186  
 Outsider, 136, 203

- Panasonic, 49–50  
 Paralympics, 235  
 Partnerships, xi, 47, 59, 63, 81,  
     94, 125, 147, 160, 161,  
     167, 168, 170, 174, 176,  
     183–188, 190, 191, 234  
 Patagonia, 173  
 Patriotism, 227, 234  
 Perceptions, 10, 13, 14, 22, 56,  
     93, 95, 97, 99, 101, 102,  
     104, 115, 118, 126, 154,  
     174, 181, 182, 184, 190,  
     201, 202, 215, 223, 234,  
     246, 283  
 Personal connections, building,  
     105–106  
 Personal identity orientation,  
     248, 249  
 Personality, 201, 202, 207  
 Personal responsibility, 78  
 Philadelphia Zoo, 53, 64–71,  
     73–79  
 Philanthropy, 46, 59, 66, 92,  
     93, 96, 127, 134, 139,  
     149, 150, 160, 161, 172,  
     173, 184, 200, 201, 205,  
     206, 208, 211, 213, 216,  
     245, 247, 259, 278–284  
 Pinkwashing, 12  
 Plant closing, 200  
 Polarized crowds, 40  
 Population growth, 54, 152  
 Post-traumatic stress disorder  
     (PTSD), 228  
 Poverty, xi, 55, 59–61, 125,  
     133, 138, 139, 150, 169,  
     174, 176, 183, 185, 261,  
     281  
 Power sharing, 63, 64, 67, 74,  
     76, 88  
 Praise, 95, 223, 230, 258, 259  
 Pride, 11, 24, 98, 116, 200, 211  
 Princeton University, 150  
 Privacy protection, 144, 159  
 Procter & Gamble, 274  
 Product endorsement, 234  
 Product quality, 95  
 Product safety, 94  
 Profit-value, 144  
 Promotion, 11, 39, 97, 137,  
     181, 203, 208, 211, 216,  
     222, 263, 265, 274, 277,  
     279  
 Public good, 146, 148, 173, 223  
 Publicity, xii, 11, 12, 15, 17, 47,  
     127, 170, 174, 182, 222,  
     223, 237, 246, 249, 263,  
     282  
 Public opinion, 37  
 Public relations (PR), 1–25  
     activities, 160  
     defined, 182  
     departments, 11–13  
     and employee engagement,  
         38–39  
     perspective on internal  
         relations, 8–11  
     relationship building, 18–20  
     roles of, 16–18, 180–183,  
         199–217, 225  
*Public Relations Review*, 2  
 Public Relations Society of  
     America, 182  
 Publics, 13, 17, 19, 38, 91, 204,  
     216, 246, 263  
     employee, 2  
     internal, 2, 9  
 Public works services, 160  
 Quality, 9, 14, 18, 24, 37, 40,  
     50, 56, 62, 65, 74, 91,  
     92, 94, 95, 143,  
     148–151, 154, 156,  
     157, 159, 160, 176, 183,  
     185, 187, 189,  
     207–209, 224, 227,  
     234, 235, 254, 255, 265  
 Reality construction, 201  
 Recognition programs, 110, 112

- Recycling, 44, 56, 57, 247, 259  
 Refugees, 44, 123, 130–132,  
     135–137, 139  
 Regional retention issues,  
     overcoming, 89–118  
 Relational orientation, 248  
 Relationships  
     with community partners,  
         developing, 190  
         management, 180, 247  
 Reputation, ix, x, xii, 2, 6,  
     15–16, 59, 65, 92–98,  
     100, 109, 112, 117, 138,  
     145, 146, 170, 173, 174,  
     182–184, 191, 222,  
     224, 225, 228, 233, 252,  
     257, 263, 272, 273, 275,  
     281, 283  
 Resilience, 36  
 Return on investment, 275  
 Reunion, 179  
 Rewards, 22, 39, 57, 90, 98,  
     111, 112, 116, 129, 186,  
     203, 205, 213, 216, 227,  
     248, 262, 265  
 Rhetorical criticism, 251, 263  
 Risk, 17, 59, 67, 88, 206, 230,  
     253, 258, 262, 279  
     aversion, 178  
     intervention, 61  
     management, 124  
     reduction, 61–62  
 Rites, rituals, 205, 215, 216  
 Role model, 70, 77, 103, 203  
 Roles, xi, xii, 2–3, 6, 8, 11, 13,  
     16–22, 24, 25, 37, 39,  
     47, 48, 65, 69, 92, 97,  
     98, 100, 113, 124, 128,  
     138, 143, 145,  
     147–149, 152, 154,  
     159, 167, 169–171,  
     180–183, 186, 189,  
     190, 199–217,  
     221–225, 228, 231,  
     233–237, 245–247,  
     250, 255, 260, 264,  
     271, 272, 275, 278,  
     282, 283  
     of human resources,  
         224–225  
     of public relations, 225  
 Romania, 149  
 Rwanda, xi, 143–162, 179  
 Salt Lake City, 123, 130, 131,  
     139, 140  
 Sanders, Bernie, 244  
 Sanitation Challenge Contest,  
     179  
 Save the Child, 190  
 Schools, 66, 108, 149, 159,  
     179, 244, 256, 262  
     attendance, 56  
     graduation rate, 71  
 Science, 4, 21  
 Secondment, 186–187, 190  
 Self-esteem, 62  
 Self-promoter's paradox, 246  
 Self-serving, 182, 206, 216,  
     223, 264  
 Seychelles, 179  
 Shared values, xi, 23, 124, 128,  
     138  
 Shareholder value, 145, 168,  
     174, 176, 191, 277  
 Shell Oil, 227  
 Shkreli, Martin, 256  
 Sierra Club, 54  
 Silicon Valley Community  
     Foundation, 134  
 Singular University, 134  
 Skepticism, 12, 94, 124, 127,  
     169, 170, 206, 216, 223,  
     225, 246, 247, 263  
 Small business, 190, 231–232  
 Snowball sampling, 101  
 Social capital, 2, 3, 6, 25, 46,  
     49, 58  
 Social development, 168, 176,  
     191

- Social exchange theory, xi, 245, 248–250, 262, 265
- Social identity, xi, 2, 5, 9, 15, 20, 128, 129
- Social Identity Theory (SIT), 125, 128, 129, 138
- Social influence, x, 35, 39
- Social issues, 6, 7, 12, 20, 54, 92
- Socialization, 201
- Social learning theory, 49
- Social media (SoMe), x, 11, 15, 20, 35–50, 60, 94, 95, 97, 101, 106, 107, 109, 112, 116, 190, 215, 236, 244
- Social Media Research Foundation, 41
- Social network analysis (SNA), 35–37, 39–44, 46, 49
- Social networks, 4, 35–50, 44–46, 48–50, 63, 147  
structural nature of, 40–41
- Social responsibility, 3  
organizational, 145  
universal, xi, 143–162
- Society for Human Resource Management, 224
- Sociocultural background, 61
- Solidarity, 159
- Southwest Airlines, 227
- Spain/Spanish, 206
- Special interest groups, 9, 153, 223, 225
- Spokesperson, 232, 234, 236
- Stakeholder(s), ix–xii, 2–4, 6–13, 17, 19, 22, 23, 25, 38, 53–55, 58, 60, 63, 79, 90–94, 97, 115, 117, 124, 126, 143–150, 154, 158–161, 167–176, 178, 180, 182–184, 186–188, 190–192, 200, 204–206, 216, 217, 228, 236, 243, 245–250, 252–254, 257, 263, 264, 273, 275, 278  
relations, 223–224  
skepticism toward CSR, 94  
theory, 13  
trust, 171–175
- Starbucks, 174, 233
- Status groups, 202
- Steiner, Michael, 235
- Stewardship, 17–18
- Stockholders, xii, 126, 144, 184, 200, 201
- Storytelling, 190, 207, 243, 245, 252–255, 260, 263, 265, 276
- Strategic communication, 9, 38, 91, 107, 110, 112, 228
- Strategic management, 21
- Structural nature of social networks, 40–41
- Students, 47, 61, 66, 70, 71, 76, 95–97, 99, 104, 106, 116, 130, 131, 136, 137, 143–146, 148, 150–155, 157, 159–161, 179, 207
- Student volunteer service programs, 159
- Sub-Saharan Africa, xi, 167–192
- Sudan, xi, 130, 131
- Supply and demand, 96
- Support networks, 41
- Sustainability, ix, x, xii, 3, 10–13, 15–17, 21, 22–25, 35–50, 53–81, 92, 93, 102, 109, 126, 127, 144, 145, 147, 149–151, 153–155, 169, 170, 172, 173, 183, 185, 186, 190, 199–217, 264, 265, 273, 277–280
- Twitter, 42–43

- Sustainable business model, 37, 126
- Sustainable development, 178–180, 246
- Symbols, 201–203, 215, 216, 252
- Systems theory, 4, 5
- Talent management, 90, 100, 104, 105, 114–118, 224
- Tanzania, 151, 179, 187
- Tax benefits, 223, 227
- Taylor, Frederick, 4, 253
- Team USA, 234, 235
- Teamwork, 9, 12, 17, 18, 58, 63, 66, 67, 69, 74, 88, 116, 154, 209–214, 216, 227, 229, 276
- Technology, 44, 46, 96, 108, 113, 147, 149, 150, 159, 174, 176–179, 181, 185, 187, 188, 208
- Textbooks, 16, 255
- Thailand, 150
- Themes, 2, 53, 65, 68–70, 72, 77–79, 89, 102, 104–114, 131, 132, 185, 199, 204, 206, 207, 209–213, 215, 216, 251, 253–255, 258, 260, 265
- The Nature Conservancy (TNC), 53, 59, 66, 67, 69, 71–73, 75–77
- Third-party endorsement, 94, 230, 238
- Tight crowds, 40
- Top-down communication, 113
- Top talent, 7, 16, 89–118, 276
- Transformational leadership, 129
- Transparency, 80, 125, 145, 149, 184, 190, 191, 203, 263, 265
- Triple bottom line, xiii, 2, 24, 54, 126, 170, 245
- Triumph Actuation Systems, 232
- Trump, Donald, 244
- Trust, 5, 10, 18, 36, 50, 58, 91, 92, 115, 129, 154, 171–175, 178, 183, 185–187, 190, 246, 247, 260, 265, 266  
stakeholders, 171–175
- Turf battle, 3, 20–21, 232
- Turkey, 149
- Tweets, 41, 43, 44, 46, 202
- Twitter, x, 35–50, 97, 106, 107, 116, 188, 230  
sustainability, 42–43
- Two-way communication, 4, 6, 23, 107, 188
- Uganda, 151, 179, 187, 188, 190
- Unemployment, xi, 99, 117, 226
- @UNESCO, 46
- Unilever, 170
- United Airlines, 19
- United Nations, 169, 190
- United States, xi, 6, 8, 23, 37, 54, 62, 95, 99, 117, 131, 132, 135, 136, 149, 150, 171, 199, 201, 206, 231, 234, 244, 262, 272, 273–275
- United States Olympic Committee (USOC), 234
- University College, London, 149
- University Leaders Conference, 145
- University of Cambridge, 149
- University of Chicago, 150
- University of Oxford, 149
- University of Utah, 130, 131
- University settings  
community outreach in, 155–156

- employee relationships in, 153–155
- University Social Responsibility (USR), xi, 143–162
- Urban youth, x, 53–81
- U.S. Census Bureau, 54
- U.S. Chamber of Commerce, 227
- U.S. Defense Department, 231
- U.S. Department of Justice, 244
- U.S. Labor Department, 231
- U.S. Veterans Magazine*, 231
- Utah Open Source Foundation, 139
  
- Value chains, 177
- Values, xi, 5–8, 10, 12, 15, 16, 23, 24, 36, 44, 49, 50, 63, 65, 67, 81, 89, 91–98, 124, 126–130, 133–135, 137–141, 144, 145, 154, 155, 160, 161, 167–192, 201–203, 205, 206, 208, 210–216, 221, 223–227, 232, 233, 235, 237, 243–245, 248, 250–252, 255, 257, 258, 259, 263–266, 272, 273, 276, 277, 279, 282
  - proposition, 100, 108–110, 115
- Verification, 104, 162
- Veteran Job Mission, 229
- Veterans Affairs Department, 226
- Vice industry, xi, 272, 274, 275, 281
- Video analysis, 132–133
- Video as Method*, 130
- Visa, Inc., 236
- Vision, 125, 134, 140, 187, 203, 252
- Vodafone, 179
  
- Volunteer
  - emerging, 137–138
  - experienced, 134–135
  - kindred spirit, 135–136
- Volunteerism, 11, 54, 56, 93, 99, 117, 125, 127, 131, 132, 134–140, 149, 150, 159, 190, 216, 280–284
  
- Walk the talk, 16
- Wal-Mart Stores, Inc., 229, 230
- Walt Disney Parks and Resorts, 256
- Wardell, Sheldon, 134
- Washington state, 232
- Water pollution, 36
- Waterways, 60
- Websites, x, 14, 15, 44, 45, 48, 53, 59, 60, 64, 65, 67–69, 74, 77–80, 94, 97, 105, 112, 116, 127, 149, 160, 206, 254
- Westminster College, 130
- White House Joint Forces, 232
- Wildlife extinctions, 54
- Work–life balance, 95
- Workplace diversity, 94
- World Economic Forum, 169, 172
- World Wildlife Fund, 54, 59
- Wounded Warrior Project (WWP), 200, 202, 217
  
- Yale University, 149
- Youth
  - defined, 55
  - empowerment, 69
  - urban, x, 53–81
- YouTube, 46, 49
  
- Zimbabwe, 62
- Zoo Champions for Restoring Endangered Wildlife (ZooCREW), 66