REFERENCES

Arthur W. Page Society. (2016). The new CCO: Transforming enterprises in a changing world. Arthur W. Page Society.

Arthur W. Page Society. (2017). The CEO view: Communications at the center of the enterprise. https://knowledge.page.org/report/the-ceo-view-communications-at-the-center-of-the-enterprise/

Arthur W. Page Society. (2019). The CCO as pacesetter: What it means, why it matters, how to get there. https://knowledge.page.org/report/the-cco-as-pacesetter/

Avella, J. R. (2016). Delphi panels: Research design, procedures, advantages, and challenges. *International Journal of Doctoral Studies*, 11, 305–321.

Bardhan, N. R., & Engstrom, C. L. (2021). Diversity, inclusion, and leadership communication in public relations: A rhetorical analysis of *Diverse Voices. Public Relations Journal*, 12(4), 1–27. https://prjournal.instituteforpr.org/wp-content/uploads/Bardhan_PRJ14.2%09-1.pdf

Bardhan, N. R., & Gower, K. (2020). Student and faculty/educator views on diversity and inclusion in public relations: The role of leaders in bringing about change. *Journal of Public Relations Education*, 6(2), 102–141. https://aejmc.us/jpre/2020/08/15/student-and-faculty-educator-views-on-diversity-and-inclusion-in-public-relations-the-role-of-leaders-in-bringing-about-change/

Berger, B. K. (2019). Leadership. In C. M. Kim (Ed.), *Public relations: Competencies and practice* (pp. 12–29). Routledge.

Berger, B. K., & Meng, J. (2010). Public relations practitioners and the leadership challenge. In R. L. Heath (Ed.), *The Sage handbook of public relations* (pp. 421–434). Sage.

Berger, B. K., & Meng, J. (Eds.). (2014). Public relations leaders as sensemakers: A global study of leadership in public relations and communication management. Routledge.

Bolton, R., Stacks, D. W., & Mizrachi, E. (Eds.). (2018). The new era of the CCO: The essential role of communication in a volatile world. Business Expert Press.

Bowen, S. A. (2009). What communication professionals tell us regarding dominant coalition access and gaining membership. *Journal of Applied Communication Research*, 37(4), 418–443. https://doi.org/10.1080/00909880903233184

Bowen, S. A., Hardage, G., & Strong, W. (2018). Managing the corporate character of the enterprise: Identity, purpose, culture and values. In R. Bolton, D. W. Stacks, & E. Mizrachi (Eds.), *The new era of the CCO: The essential role of communication in a volatile world* (p. XX). Business Expert Press.

Boynton, L. A. (2006). What we value: A Delphi study to identify key values that guide ethical decision-making in public relations. *Public Relations Review*, 32(4), 325–330. https://doi.org/10.1016/j.pubrev.2006.09.001

Brown, K. A., Waymer, D., & Zhou, Z. (2019). Racial and gender-based differences in the collegiate development of public relations majors: Implications for underrepresented recruitment and retention. *Journal of Public Relations Education*, 5(1), 1–30.

Charan, R. (2017). What the CEO wants you to know: How your company really works. Currency.

Christian, R. C. (1997). Foreword. In C. L. Caywood (Ed.), *The handbook of strategic public relations and integrated communications* (pp. iii–v). McGraw-Hill.

Claussen, D. (2008). On the business and economics education of public relation students. *Journalism and Mass Communication Educator*, 63(3), 191–194.

Commission on Public Relations Education. (2006). *Public relations education for the 21st century: The professional bond*. Commission on Public Relations Education.

Commission on Public Relations Education. (2012). *Standards for a Master's degree in public relations: Educating for complexity*. Commission on Public Relations Education.

Commission on Public Relations Education. (2018). *Fast forward: Foundations + future state. Educators + practitioners*. Commission on Public Relations Education.

Cope, K. (2012). Seeing the big picture: Business acumen to build your credibility, career and company. Greenleaf Book Group.

Crist Kolder Associates. (2022). *Crist Kolder Associates volatility report* 2022. https://www.cristkolder.com/volatility-report

Cuban, M. [@mcuban]. (2024, January 3). Let me help you out and give you my thoughts on DEI 1. Diversity good businesses look where others don't [Post]. X. https://twitter.com/mcuban/status/1742690628465484204?lang=en

Dalkey, N. C. (1969). An experimental study of group opinion: The Delphi method. *Futures*, 1(5), 408–426. https://doi.org/10.1016/S0016-3287(69)80025-X

Dalkey, N., & Helmer, O. (1963). An experimental application of the Delphi method to the use of experts. *Management Science*, 9(3), 458–457. https://doi.org/10.1287/mnsc.9.3.458

Daniels, C. (2017, March). 2017 salary survey: Opportunities to advance in position and salary abound. PR pros who have the right skill sets number among the winners. *PRWeek*, 28–34.

Daniels, C. (2018, March). Smarter investments: 2018 salary survey. PR Week, 30-36.

Daniels, C. (2019, March-April). Evidence of progress: 2019 salary survey. *PR Week*, 40–46.

Daniels, C. (2020, March 9). An industry ready to move: 2020 salary survey. *PRWeek*. https://bit.ly/3gaL6U2

Diversity Action Alliance. (2021, July). *Race and ethnicity in public relations and communications: Benchmark report*. https://www.diversityactionalliance.org/diversity-action-news/new-diversity-action-alliance-analysis-finds-only-21-of-pr-professionals-are-racially-or-ethnically-diverse

Dozier, D. M., & Broom, G. M. (2006). The centrality of practitioner roles to public relations theory. In C. H. Botan & V. Hazelton (Eds.), *Public relations theory II* (pp. 137–170). Lawrence Erlbaum.

Dozier, D. M., Grunig, L. A., & Grunig, J. E. (1995). Manager's guide to excellence in public relations and communications management. Erlbaum.

Duhé, S. (2013, December 12). *Teaching business as a second language*. Institute for Public Relations. http://bit.ly/1cGKcsw

Duhé, S. (2022). Business for communicators: The essential guide to success in corporate and public affairs. Routledge.

EEOC.gov. (2024). EEOC history: 1964–1969. https://www.eeoc.gov/history/eeochistory-1964-1969

Ericsson, K. A., Krampe, R. T., & Tesch-Römer, C. (1993). The role of deliberate practice in the acquisition of expert performance. *Psychological Review*, 100(3), 363–406. https://doi.org/10.1037/0033-295X.100.3.363

ESPN.com. (2020). 'The Last Dance': The untold story of Michael Jordan's Chicago Bulls. https://es.pn/2WIGwE7

Essenmacher, E. (2022). The right stuff: Boards are rethinking director qualifications. *Directors&Boards*. https://www.directorsandboards.com/articles/singleright-stuff

Feldman, B. (2016, November 28). Dear comms exec: Basic business skills are still required. *PR Week*. http://bit.ly/2ovUmWt

Frank, J. (2023, June 25). Larry Fink "ashamed" to be part of ESG political debate. AXIOS. https://bit.ly/48CEiZd

Fuchs, E. (2019, April 23). Warren Buffett's definition of 'true success' has nothing to do with money. *Yahoo! Finance*. https://yhoo.it/2ISOwx2

Gladwell, M. (2011). Outliers: The story of success. Little, Brown and Company.

Governance and Accountability Institute. (2023). 2023 sustainability reporting in focus: Examining 2022 trends of companies on the S&P 500 + Russell 1000. Governance & Accountability Institute, Inc.

Grunig, J. (2006). Furnishing the edifice: Ongoing research on public relations as a strategic management function. *Journal of Public Relations Research*, 18(2), 151–176. https://doi.org/10.1207/s1532754xjprr1802_5

Grunig, L. A., Grunig, J. E., & Dozier, D. M. (2002). Excellent public relations and effective organizations: A study of communication management in three countries. Lawrence Erlbaum.

Hayes, R. A., & Smudde, P. M. (2015). The incident: Not just another organizational disruption. *Journal of Public Relations Research*, 27(5), 416–430. https://doi.org/10.1080/1062726X.2015.1086652

Hsu, C.-C., & Sandford, B. A. (2007). The Delphi technique: Making sense of consensus. *Practical Assessment, Research and Evaluation*, 12(10), 1–8. https://doi.org/10.7275/pdz9-th90

Hynes, A. (2017, June 8). Actions make your words matter more. *LinkedIn*. http://bit.ly/30CeUjP

Hynes, A. (2018, April 13). Becoming our clients' conscience. *LinkedIn*. http://bit.ly/2xWxk2r

Jain, R., & Bain, M. (2017). Delivering higher value through higher performance: Insights on performance evaluation and talent management in corporate communication. *Public Relations Journal*, 11(1), 1–18.

Johnson, D. (2020, May 4). Michael Jordan's teammate Bill Wennington: 'He would be on top at the end'. WTOPnews. https://bit.ly/3jtThwc

Kent, M. L. (2012). What is a public relations "crisis?" Refocusing crisis communication research. In W. T. Coombs & S. J. Holladay (Eds.), *The handbook of crisis communication* (pp. 705–712). John Wiley & Sons.

Krishna, A., Wright, D. K., & Kotcher, R. L. (2020). Curriculum rebuilding in public relations: Understanding what early career, mid-career, and senior PR/communications professionals expect from PR graduates. *Journal of Public Relations Education*, 6(1), 33–57.

Laskin, A. V. (2011). How investor relations contributes to the corporate bottom line. *Journal of Public Relations Research*, 23(3), 302–324. https://doi.org/10.1080/1062726X.2011.582206

Macnamara, B. N., & Maitra, M. (2019). The role of deliberate practice in expert performance: Revisiting Ericsson, Krampe & Tesch-Römer (1993). *Royal Society Open Science*, 6(8), 1–19. https://doi.org/10.1098/rsos.190327

Macnamara, B. N., Moreau, D., & Hambrick, D. Z. (2016). The relationship between deliberate practice and performance in sports: A meta-analysis. *Perspectives on Psychological Science*, 11(3), 333–350. https://doi.org/10.1177/1745691616635591

Marron, M. B. (2014). Graduate degrees in journalism and the MBA. *Journalism and Mass Communication Educator*, 69(3), 3–4. https://doi.org/10.1177/1077695814523933

Marshall, R., Fowler, B., & Olson, N. (2015a). The chief communications officer: Survey and finding among the Fortune 500. The Korn Ferry Institute.

- Marshall, R., Fowler, B., & Olson, N. (2015b). Trusted counsel: CEOs expand C-suite mandate for best-in-class corporate affairs officers And especially for the strategic advice they provide. The Korn Ferry Institute.
- Meng, J. (2014). Unpacking the relationship between organizational culture and excellent leadership in public relations: An empirical investigation. *Journal of Communication Management*, 18(4), 363–385. https://doi.org/10.1108/JCOM-06-2012-0050
- Meng, J., & Neill, M. S. (2021). PR women with influence: Breaking through the ethical and leadership challenges. Peter Lang.
- Musk, E. [@elonmusk]. (2024, January 3). DEI is just another word for racism. Shame on anyone who uses it [Post]. X. https://twitter.com/elonmusk/status/1742653436393 406618?lang=en
- National Investor Relations Institute. (2017). NIRI IR counselor profession and compensation research report. National Investor Relations Institute.
- Neill, M. S. (2015). Beyond the C-suite: Corporate communications' power and influence. *Journal of Communication Management*, 19(2), 118–132. https://doi.org/10.1108/JCOM-06-2013-0046
- Neill, M. S., & Barnes, A. O. (2017). Public relations ethics: Senior PR pros tell us how to speak up and keep your job. Business Expert Press.
- Neill, M. S., & Schauster, E. (2015). Gaps in advertising and public relations education: Perspectives of agency leaders. *Journal of Advertising Education*, 19(2), 5–17. https://doi.org/10.1177/109804821501900203
- O'Neil, J., Moreno, A., Rawlins, B., & Valentini, C. (2018). Learning objectives: What do students need to know and be able to do for entry-level positions? In E. L. Toth & K. L. Lewton (Eds.), *Fast forward: Foundations + future state. Educators + practitioners* (pp. 45–57). Commission on Public Relations Education.
- O'Neil, J., Ewing, M., Smith, S., & Williams, S. (2018). A Delphi study to identify standards for internal communication. *Public Relations Journal*, 11(3), 1–16.
- Parker, K., & Fry, R. (2020, March 25). More than half of U.S. households have some investment in the stock market. Pew Research Center. https://pewrsr.ch/3aipqSz
- Penning, T., & Bain, M. (2018). High-performing corporate communications teams: Views of top CCOs. *Public Relations Journal*, 11(3), 1–22.
- Penning, T., & Bain, M. (2021). Testing a model of drivers and outcome of corporate communications team performance. *Public Relations Journal*, 14(3), 1–16. https://prjournal.instituteforpr.org/wp-content/uploads/Penning_PRJ14.3.3.pdf

Phair, J. (2014, January). Developing a new generation of PR-savvy business leaders. The Public Relations Strategist. https://bit.ly/2DGixfD

Public Relations Society of America, Inc. (2020). MBA/business school. *PRSA.org*. https://www.prsa.org/about/mba-business-school

Public Relations Society of America. (2024). MBA program. https://www.prsa.org/about/mba-business-school. Accessed on May 1, 2024.

Ragas, M. (2013, February 8). Require business 101 for every student. *The Chronicle of Higher Education*, 59(22), A25.

Ragas, M. (2016). Public relations means business: Addressing the need for greater business acumen. *Journal of Integrated Marketing Communications*, 17, 34.

Ragas, M. W. (2019). Defining 'business acumen': A Delphi study of corporate communications leaders. *Public Relations Journal*, 13(1), 1–19.

Ragas, M. W., & Culp, R. (2014a). Business essentials for strategic communicators: Creating shared value for the organization and its stakeholders. Palgrave Macmillan.

Ragas, M., & Culp, R. (2014b, December 22). *Public relations and business acumen: Closing the gap*. Institute for Public Relations. https://instituteforpr.org/public-relations-business-acumen-closing-gap/

Ragas, M., & Culp, R. (2015, May 1). Business weak: Five ways to build greater business acumen. *Public Relations Tactics*, 17.

Ragas, M. W., & Culp, R. (Eds.). (2018). *Mastering business for strategic communicators: Insights and advice from the C-suite of leading brands*. Emerald Publishing Limited.

Ragas, M. W., & Culp, R. (2021). Business acumen for strategic communicators: A primer. Emerald Publishing Limited.

Ragas, M. W., & Tran, H. L. (2015). The financial news ecosystem: Journalists' perceptions of group hierarchy. *Journalism: Theory, Practice, and Criticism*, 16(6), 711–729. https://doi.org/10.1177/1464884914540441

Ragas, M. W., Uysal, N., & Culp, R. (2015). "Business 101" in public relations education: An exploratory survey of senior communication executives. *Public Relations Review*, 41(3), 378–380. https://doi.org/10.1016/j.pubrev.2015.02.007

Rennie, K. D., Byrum, K., Tidwell, M., & Chitkara, A. (2018). Strategic communication in MBA curriculum: A qualitative study of student outcomes. *Journal of Management Education*, 42(5), 594–617. https://doi.org/10.1177/1052562918774593

Richards, J. I., & Curran, C. M. (2002). Oracles on "Advertising": Searching for a definition. *Journal of Advertising*, 31(2), 63–77. https://doi.org/10.1080/00913367. 2002.10673667

Roush, C. (2006). The need for more business education in mass communication schools. *Journalism and Mass Communication Educator*, 61(2), 195–204. https://doi.org/10.1177/107769580606100206

Roush, C. (2016). Show me the money: Writing business and economic stories for mass communication (3rd ed.). Routledge.

Rutherford, L. (2021). Preface. In M. W. Ragas & R. Culp (Eds.), *Business acumen for strategic communicators: A primer* (pp. xv-xvii). Emerald Publishing Limited.

Sackman, H. (1975). Delphi critique. Lexington Books.

Spangler, J. (2014, June 2). Valued communicators understand the business. Institute for Public Relations. http://bit.ly/1xiYB8n

Spector, S., & Spector, B. (2018). Diverse voices: Profiles in leadership. PRMuseum Press, LLC.

Stacks, D. W., & Bowen, S. A. (Eds.). (2013). Dictionary of public relations measurement and research. Institute for Public Relations.

Swann, P. (2014). Cases in public relations management: The rise of social media and activism (2nd ed.). Routledge.

Tran, H., & Ragas, M. W. (2018). Peer perceptions of media elites and hierarchical differentiation among financial journalists. *Journalism & Mass Communication Quarterly*, 95(1), 258–277. https://doi.org/10.1177/1077699017691249

Turk, J. V. (1989). Management skills need to be taught in public relations. *Public Relations Review*, 15(1), 38–52.

Vardeman-Winter, J., & Place, K. R. (2017). Still a lily-white field of women: The state of workforce diversity in public relations practice and research. *Public Relations Review*, 43(2), 326–336. https://doi.org/10.1016/j.pubrev.2017.01.004

Wallington, C. (2020). Barriers, borders, and boundaries: Exploring why there are so few African-American males in the public relations profession. *Public Relations Journal*, 12(3), 1–16. https://prjournal.instituteforpr.org/wp-content/uploads/Wallington_Final1_-Edited_PRJJune2020.pdf

Watson, T. (2008). Public relations research priorities: A Delphi study. *Journal of Communication Management*, 12(2), 104–123. https://doi.org/10.1108/13632540810881938

White, C. L., & Fitzpatrick, K. R. (2018). Corporate perspectives on the role of global public relations in public diplomacy. *Public Relations Journal*, 11(4), 1–20.

Wilcox, D. L., Reber, B. H., Shin, J.-H., & Cameron, G. T. (2012). *Public relations: Strategies & tactics* (12th ed.). Pearson.

Wills, C. M. (2020). Diversity in public relations: The implications of a broad definition for PR practice. *Public Relations Journal*, 13(3), 1–13. https://prjournal.instituteforpr.org/wp-content/uploads/Wills_final_formatted_June2020.pdf