



## What We Heard

The Future of Public Relations in Canada

December 2017



Canadian Public  
Relations Society

Société canadienne  
des relations publiques

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## **Canadian Public Relations Society**

What We Heard: The Future of Public Relations in Canada

December 2017

[www.cprs.ca](http://www.cprs.ca)

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## EXECUTIVE SUMMARY

As the Canadian Public Relations Society (CPRS), prepares to celebrate 70 years in 2018, the National Board (the Board) understood it was time to have a national discussion about the future of public relations and what we need to do as professionals to ensure that we can demonstrate the value of ethical, strategic public relations and communications management.

Under the National Board's direction, the Future of CPRS Committee engaged Dan Tisch, APR, FCPRS, an internationally renowned thought leader on public relations, to author a white paper on the future of public relations and communications management in Canada – [\*The Elevation of Public Relations\*](#).

The white paper, launched at the 2017 National Conference in Kelowna, initiated a national discussion on the megatrends affecting our industry and the role the Canadian Public Relations Society can play in supporting members to succeed.

“What We Heard: The Future of Public Relations in Canada” provides an overview of feedback received from more than 200 delegates at the National Conference, as well as 205 public relations professionals from across Canada who participated in an online survey conducted between June 5 and July 18, 2017. Participants shared their thoughts on the megatrends, the impact on their day-to-day work, and what it means for CPRS in the coming years.

When it comes to megatrends, conference delegates ranked the *rising business value of reputation, relationships and communications* as the most important megatrend and one they were seeing in their day-to-day work.

In the online survey, respondents overwhelmingly agreed with the megatrends identified by Tisch:

- **Rising business value of reputation, relationships, and communication**—95 per cent reported seeing evidence of this trend in their work with 98 per cent reporting this trend will be relevant to their work in the future.
- **Our publics are more empowered, thanks to the social web**—91 per cent of respondents agreed that empowered publics are evident in their work today and 95 per cent agreed they will be relevant in the future.
- **Our organization is better at speaking than listening – many speak, few listen**—While results were somewhat lower in this category, 80 per cent of respondents agreed this is evident in their work today while 89 per cent expect that it will be relevant in the future.
- **Disintermediation, fake news, and the decline of journalism**—There's little doubt that this is already impacting the work of Canada's PR professionals with 84 per cent agreeing this is evident and 91 per cent indicating this will be relevant in the future.

- **A gap in wealth, and trust**—88 per cent of respondents agreed that they are seeing a gap in trust between organizations and public/stakeholders while 94 per cent agree this will be relevant in future work.
- **Artificial intelligence comes to PR**—Less than half of respondents (40 per cent) felt that artificial intelligence was impacting their current work. However, 72 per cent indicated this would be relevant in the future.

With nation-wide agreement on the megatrends, 95 per cent of respondents agreed that the CPRS should work to market the profession and demonstrate how strategic, ethical PR can fight fake news. Based on the overall survey response, it's clear that Canada's public relations professionals relate to the megatrends outlined in *The Elevation of Public Relations* and, for the most part, agree on the implications these trends have on the PR industry.

When looking at the role of professional associations in the future, the outcomes of the online survey are similar to those in the 2017-member survey conducted in Spring 2017. Members are especially looking for their professional association to: advocate for the profession, enhance ethical and professional standards, and provide professional development, networking, and accreditation.

Both surveys found that members do not define themselves solely by regions; rather as a national network of committed public relations professionals. To support this network and best position our members to take advantage of the opportunities that lie ahead, the CPRS must focus on a number of key priorities in the coming years:

- Building our national community
- Redefining mentorship
- Bringing relevant professional development to our members, online, on-demand
- Providing greater access to thought leaders
- Being the champion for strategic, ethical, professional public relations
- Supporting members at every stage of career growth

Based on the feedback provided in the online survey, the FCPRS Committee has developed a [proposed strategic framework](#) for the CPRS going forward. With a new vision and mission, key goals and measures, this framework will be shared with CPRS members to move this conversation from “what we think” to “what we do.”

So, fellow members, your work is not yet done. We need to continue the conversation and we need your feedback on the proposed strategic framework. Together, we will take on the future of public relations as a professional association with a vision, a strategy, and a common purpose.

## A NOTE FROM THE CO-CHAIRS

As the Canadian Public Relations Society National Board contemplated the renewal period of our current association management contract, they appointed an exploratory committee to research and provide recommendations on management model options for the association. Based on the committee's recommendations to complete a number of foundational steps to inform the future management model, the Board established the Future of CPRS Committee (FCPRSC) with a mandate to:

- review and affirm CPRS's vision, mission, and values
- develop a strategic framework
- define the governance and organizational structure required to support the strategic framework
- define the management model required to support the organizational structure
- present the strategic framework and supporting organizational structure and management model for ratification during the 2018 Annual General Meeting.

Under the National Board's direction, the FCPRSC engaged Dan Tisch, APR, FCPRS, an internationally renowned thought leader on public relations, to author a white paper on the future of public relations and communications management in Canada – [The Elevation of Public Relations](#) – which was launched at the 2017 National Conference in Kelowna.

The intent of the white paper was to initiate a national discussion on the megatrends affecting our industry and how the Canadian Public Relations Society can support Canada's PR and communications management professionals across Canada at every stage of their career. We are really pleased to see the buzz around [The Elevation of Public Relations](#) continues to gain momentum across the country.

"What We Heard: The Future of Public Relations in Canada" outlines what we discussed, what you told us and what it means for CPRS in the coming years.

We would like thank everyone who participated in the session in Kelowna and in the online survey. Your feedback is key to defining the future of our professional association. We would also like to thank the members of the Future of CPRS Committee and Advisory Committee, and our tireless team in the National Office for your input and support.

Special thanks goes to Dan Tisch and his team who provided us with the thought provoking foundation for this national discussion, and to Leger for administering the future of PR and communications national survey on our behalf.

Our ask of you is to read on, and continue to provide your feedback on the Future of CPRS.

Thank you,

Kim Blanchette, APR, FCPRS

Colleen Killingsworth, MCM, APR, FCPRS

## WHAT WE SET OUT TO DO

2017 has been an interesting year for public relations professionals across the globe. From ‘fake news’ and the decline of journalism, to the new reality of social media and the challenge to demonstrate the value of our profession to the organizations we serve.

As the Canadian Public Relations Society (CPRS) prepares to celebrate 70 years in 2018, the National Board (the Board) understood that it was time to have a national discussion about the future of public relations and what we need to do as professionals to ensure that we can demonstrate the value of ethical, strategic public relations and communications management. And, we wanted to find out how CPRS can best support you in your ongoing professional development at every stage of your career.

This report outlines what we discussed, what you told us and what it means for the CPRS in the coming years. The findings are drawn from feedback we collected from approximately 200 professionals during the 2017 National Conference discussion on #AlternativePR, the 205 responses to the 2017 future of public relations white paper online survey (conducted by Leger), and from the 254 responses to the [2017 CPRS Member Survey](#) (presented at the Annual General Meeting).

The findings demonstrate that Canada’s public relations professionals are aligned on what we see as the challenges and opportunities that lie ahead for our industry. We also learned that we, as a professional association, must look at the services and benefits we provide to ensure we deliver professional development and accreditation, keep ahead of industry trends, build an engaged national community, and that we are strong advocates for the practice of strategic, ethical public relations.

These results provide the CPRS with the foundation for a [new strategic framework](#); one that will guide the priorities and initiatives of the Board in collaboration with all CPRS local societies to deliver clear, measurable outcomes and prepare our members to succeed in the evolving reality of public relations today.

## WHAT WE DISCUSSED

When the Future of CPRS Committee (FCPRSC) first met, it was to look at potential management model options for the CPRS in the future. We wanted to know if our governance, association management and various initiatives, and member services were meeting the needs of CPRS members, and if we were making the most efficient use of our resources.

After a few months of discussion, it became evident that in order to look at what the CPRS should be doing for members, we first had to understand where our industry is headed and what our members need.



To do that, we engaged Dan Tisch, APR, FCPRS to reach out to thought leaders across the country and develop a white paper on the future of public relations. The paper, [The Elevation of Public Relations](#), was released at the 2017 National Conference in Kelowna, BC and kicked off a national discussion with professionals (members and non-members) across the country about the future of public relations (PR) and the CPRS.

In his paper, Tisch highlighted seven interconnected megatrends:

- The rising business value of reputation, relationships, and communication
- The empowered audience
- The content shock
- Many speak, few listen
- Disintermediation, fake news, and the decline of journalism
- A gap in wealth – and trust
- AI comes to PR

With these megatrends in mind, Tisch introduced some thinking on the actual implications these megatrends have for public relations:

- The future of PR isn't just about content: it's about relationships.
- The C-Suite is open to PR – but getting there requires different thinking.
- PR must transform organizational listening.
- PR must be driven by data.
- Strategic and analytical capabilities are the secrets of PR success.
- Marketing becomes more like PR – but must not drive PR.

Understanding the megatrends that are, or will, impact public relations and the implications this has on our profession, the white paper goes on to introduce specific imperatives for the CPRS:

## **EXTERNAL**

1. Marketing the profession
2. Demonstrating how ethical PR can fight fake news

## INTERNAL

1. Supporting professional growth<sup>1</sup>
2. Setting and promoting standards
3. Creating community

## WHO DID WE TALK TO?

The paper was discussed at a workshop at the 2017 National Conference where more than 200 delegates weighed in on the megatrends, implications, and imperatives for the CPRS. The paper was then launched publicly with an online survey to spark further discussion across the country and received 205 responses. A comparison was then drawn between the imperatives outlined for the CPRS and the results of the [2017 CPRS Member Survey](#), in which 254 respondents shared their thoughts on CPRS member services and benefits.

## WHAT YOU TOLD US – 2017 NATIONAL CONFERENCE SESSION

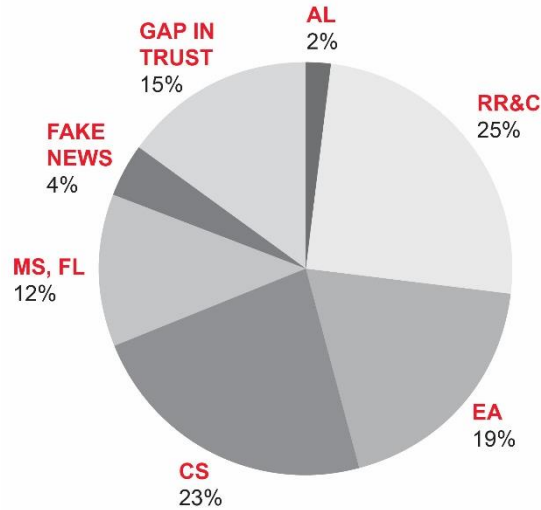
During a workshop at the 2017 National Conference, more than 200 delegates participated in a large group discussion on the megatrends and the impacts on the future of public relations. Each table discussed their thoughts on the challenges and opportunities, casting their votes during the session and filling out short paper surveys to add their voice to the national conversation. While not all papers were collected, the results and comments tabulated provide a good representation of the conversation during the workshop.

When it came to the megatrends, conference delegates ranked the *rising business value of reputation, relationships and communication* as the most important megatrend and one they were seeing in their day-to-day work. This megatrend was followed by *content shock* and then *empowered audiences*, although it was clear that with the exception of *artificial intelligence*, which has not yet directly affected them greatly, most professionals are currently experiencing the megatrends and the impacts on the public relations profession today and into the future.

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<sup>1</sup> Professional growth and professional development are used interchangeably throughout this report.

### THE MEGATRENDS



Not only can people access content, they can now share their stories with a global audience. We have to define or be defined. The audience has to help us define ourselves - symbiotic.

How can PR push our messages through this noise, how to survive and thrive in content shock world?

Relationships help us sort through noise. Trusted relationships help us navigate choice.

The other megatrends are influenced by this trend [rising business value of reputation].

Hard to build trust when there's so much noise.  
If don't have trust, can't build engagement.

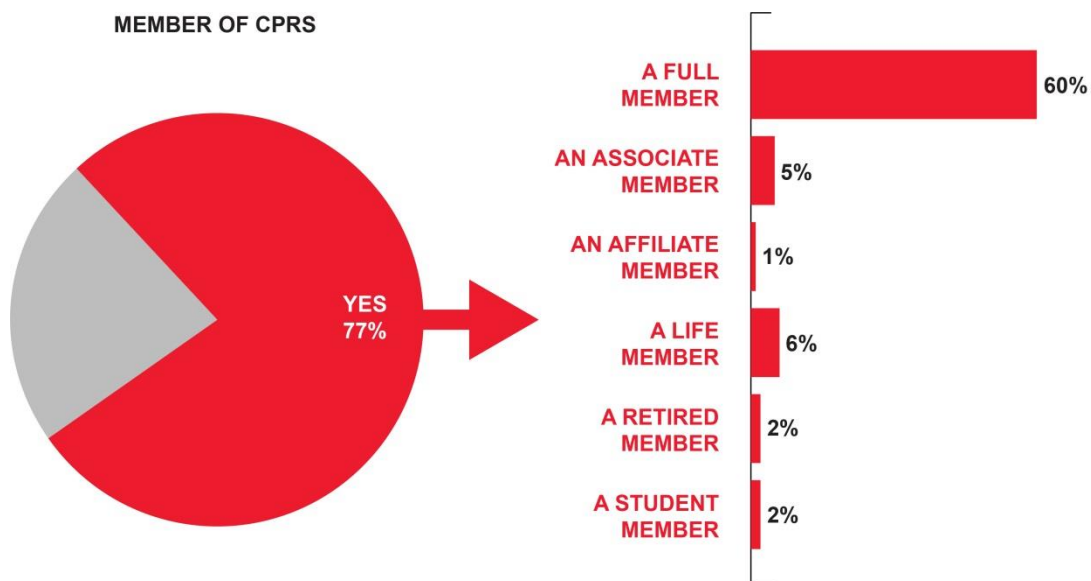


When analyzing the implications for PR the delegates expressed that *organizational listening, data and analytics* and that *the C-Suite was open to PR professionals* were the highest level implications followed by *marketing becoming more like PR*, and *the strategic and analytical role PR practitioners must play to succeed*. While the *emergence of automated content* was not as high a priority, it was acknowledged that PR was not immune to the algorithms developing content online, which could reduce the role of PR professionals in content creation.

Delegates also discussed how PR professionals should prepare to take on both the challenges and opportunities that lie ahead. The graphic below illustrates the themes that began to emerge throughout the discussion, specifically around the role PR plays in helping organizations become better listeners, improve their relationships, earn trust and improve reputation. While many of us can become caught up in the day-to-day operational work of public relations, there is consensus that the heart of our profession is our ability to apply strategic public relations to help our organizations achieve their vision, goals and objectives.

## WHAT YOU TOLD US – ONLINE

The Future of PR and Communications Online Survey was conducted by Leger between June 5 and July 18, 2017, and collected responses from 205 PR professionals across Canada. Seventy-seven per cent of respondents were CPRS members. When it comes to experience, professionals at all stages of their careers responded – 22 per cent have been in the profession for less than 10 years, 35 per cent have between 10-20 years of experience, 23 per cent have between 20-30 years of experience, and 18 per cent have more than 30 years of experience.





## THE MEGATRENDS

There was overwhelming agreement with the megatrends identified in the white paper. While not all respondents reported experiencing all megatrends in their current positions, it was clear that PR professionals see these trends as impacting their work in the near future.

**Rising business value of reputation, relationships, and communication**—95 per cent reported seeing evidence of this trend in their work with 98 per cent reported this trend will be relevant to their work in the future. PR professionals agree that leaders in their organizations are starting to, or will have to, understand the value of its relationships and the important role public relations has in building relationships that improve reputation.



This has always been and will remain the reason the PR industry exists.

Business and governments must be more transparent in order to be seen as credible sources of information – relationships between organizations and publics must be a top priority.



**Our publics are more empowered, thanks to the social web**—91 per cent of respondents agreed that empowered publics are evident in their work today and 95 per cent agreed they will be relevant in the future. As social media empowers all of us, organizations and citizens alike, there are opportunities to build new relationships with key publics.



Not only are they empowered, they are demanding hyper-transparency through those same social channels.

Empowered, yes, but not necessarily enlightened. Therein lies a huge challenge for professional PR.



**Our publics are overwhelmed with information, making our content less valuable**—With 92 per cent of respondents agreeing this is happening today in PR and 93 per cent indicating it will be relevant in the future, the impact of ‘content shock’ poses a huge challenge for engaging our audiences.



This is an opportunity to demonstrate how effective public relations is more than content. Relationship, counsel and strategy are the value adds we bring to the equation.



**Our organization is better at speaking than listening – many speak, few listen**—While results were somewhat lower in this category, 80 per cent of respondents agreed this is evident in their work today while 89 per cent expect that it will be relevant in the future. It’s clear that we must prepare our organizations to listen in order to improve relationships not just as a mechanism to prepare to disseminate messages.



Most organizations are pushing out information with little interest in how it is being received. They use social media analytics to chronicle the noise they're making...not the impact they're having. Time to circle back to traditional PR priorities that place outcome ahead of output.



**Disintermediation, fake news, and the decline of journalism**—There's little doubt that this is already impacting the work of Canada's PR professionals with 84 per cent agreeing this is evident and 91 per cent indicating this will be relevant in the future. In a year that brought 'alternative facts' to the public debate, it is more and more difficult for audiences to determine what information, and which sources, can be trusted.



I am distressed by the decline of mainstream journalism and what I would describe as 'curated content'.

I see this as an opportunity. The more our professional ethics are known (and enforced) the more trusted content producers we as professionals become.



**A gap in wealth, and trust**—88 per cent of respondents agreed that they are seeing a gap in trust between organizations and public/stakeholders while 94 per cent agree this will be relevant in future work. Compounded with content sock and fake news, the challenge of bridging the trust gap looms large for PR professionals and their organizations.



The trust piece ties into reputation management and credibility. I think if an organization controls their message well through a variety of mediums, the trust gap can be reduced. Nurturing relationships is a good way to bridge this gap.



**Artificial intelligence comes to PR**—Less than half of respondents (40 per cent) felt that artificial intelligence was impacting their current work. However, 72 per cent indicated this would be relevant in the future. In an era where content is prolific and algorithms are creating more and more content, it is clear that PR professionals must continue to focus on delivering value through a strategic focus, ethical practice, and building strong relationships.



It's not happening yet, so I disagree, but it has the huge potential to disrupt in the future.

Not yet but I see where it is having an impact, in particular through the use of mediated...social media – we are all losing our voice and its ability to be heard without modification.

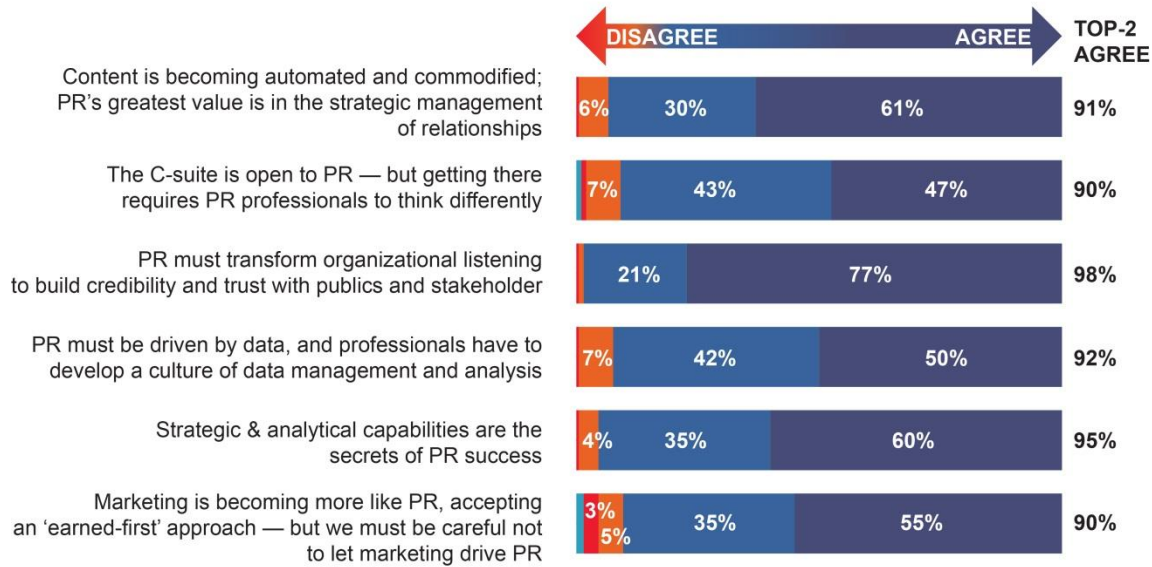


## **IMPLICATIONS FOR THE FUTURE OF PUBLIC RELATIONS**

With nation-wide agreement on the megatrends, what does that mean for the future of our industry? Respondents overwhelmingly agreed that all the implications cited in the white paper were relevant with specific priority given to *PR must transform organizational listening to build credibility and trust with publics and stakeholders* and *strategic and analytical capabilities are the secrets of PR success*, followed by *PR must be driven by data*, and *professionals have to develop a culture of data management and analysis*.



**TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THE FOLLOWING IMPLICATIONS FOR THE FUTURE OF PUBLIC RELATIONS:**



Listening, strategy, data and analytics, relationships – some might argue that these are not new implications for public relations. The CPRS has long focused on the role of public relations in building strong relationships through two-way symmetrical communications and that we, as PR professionals must align our strategies to the goals and objectives of our organizations. What has changed, as is evidenced by the megatrends, is the environment in which we are working and the expectations of our publics, our stakeholders and our organizations.

Organizations, and their stakeholders, no longer feel that communication is enough. Respondents appear to believe there is a desire to connect with, to trust, and yes, even to *like* corporations and organizations. As the stewards of our organizations' relationships and reputation, strategic, ethical public relations is uniquely positioned to deliver this value to our organizations.

When it comes to how the CPRS can best support Canada's PR professionals in this evolving context, 95 per cent of respondents agreed that the CPRS should work to market the profession and demonstrate how strategic, ethical PR can fight fake news.



I believe CPRS can play a useful role in standing up to the spread of fake news; a spread that has the long-term potential of being very hurtful to our profession.

CPRS, PRSA and Global Alliance partners must educate organizations, human resource departments and the media as to what PR really is. The profession should also review the aspect of licensing to ensure those that work in PR have the qualifications and qualities required.



Within the CPRS itself, respondents expressed strong opinions on what the professional association should do to help PR professionals succeed. Supporting professional growth received unanimous support (100 per cent in agreement), followed by setting and promoting professional standards (98 per cent), and creating community (97 per cent).



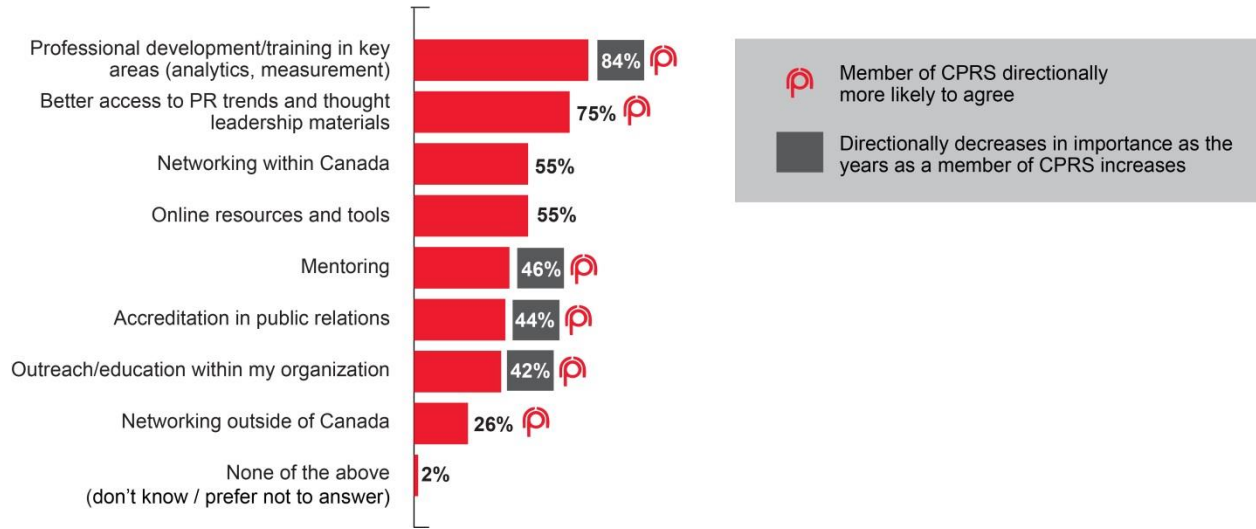
It is far easier to keep abreast of standards and trends if a PR practitioner is part of a community of practice, and has support from leaders in the field who exemplify the best that the profession has to offer.

I believe (CPRS) can play a leadership role in all three of these areas. The challenge that CPRS faces is the move by primarily younger practitioners away from involvement in professional organizations and to the sourcing of their professional development on a one-off, paid delivery basis.



PR professionals were also asked what steps were needed to take on the challenges and opportunities ahead. Professional development (84 per cent), better access to PR trends and thought leadership (75 per cent), networking within Canada (55 per cent), and access to online resources and tools (55 per cent) were the top responses, followed by mentoring (46 per cent), accreditation (44 per cent), and outreach and education (42 per cent).

**WHAT STEPS DO YOU FEEL YOU NEED TO TAKE TO PREPARE FOR THESE CHALLENGES AND SEIZING THESE OPPORTUNITIES?**



Wholeheartedly agree that PR needs PR. I would like to see CPRS take a leading role in fighting negative public perception of PR both proactively and as issues arise...

Create opportunities for inter-disciplinary connections such as marketing, IT, finance and others.

I'm looking for an exchange of ideas and opportunities to use the knowledge and skills of my peers and senior PR professionals to help me in my day-to-day role.

Two-way mentoring where younger practitioners can learn things from older practitioners like core values, strategic thinking and how to build and maintain effective relationships at all levels and older practitioners can learn more about how social media works and how to maximize its utility as a communications tool from younger practitioners.

National conferences are cool, but I would rather network across the country through webinars online and get more information online.

Need to stress how important accreditation is and 'sell' it to employers.

My concern is that the number of PR jobs will decline due to many things including automation.



To best prepare them for the future, respondents ranked professional development with known PR leaders (77 per cent), belonging to a network of PR professionals (63 per cent), online resources (53 per cent) and accreditation (40 per cent) as the top elements, followed by national conference (39 per cent) and webinars (38 per cent).



Do not create more events – time is so limited. Events should be networking held a couple times a year. Otherwise we should be able to access information online or via 1:1 contacts.

A resource of what to do when ‘X’ happens – not every practitioner has access to mentors or years of training or even PR education...

Provide a resource hub for trending materials and a list of contact information for specialists in each key trending area

One website for all of CPRS with pages/sections for each society. Revamped and considerably improved website resources and links – see IABC’s international site



## **WHAT CPRS MEMBERS VALUE – 2017 MEMBER SURVEY**

Our national discussion came at a time when the CPRS was already engaged in reviewing the results of the 2017 National Member Survey to determine how to improve services and programs to best support our members across the country. While the full survey results were presented during the 2017 annual general meeting, the FCPRSC felt it was important to review the results and pull out relevant points related to what members seek from their professional association.

The survey was conducted in Spring 2017 and included responses from 254 CPRS members. When asked why they joined the CPRS, professional development ranks the highest at 85 per cent, followed by keeping current on PR industry (73 per cent), networking (71 per cent), and belonging to a professional association (60 per cent).

Member benefits were ranked similarly, with professional development, public advocacy for the profession, and code of professional standards all ranking high amongst respondents.

**% VERY RELEVANT / SOMEWHAT RELEVANT**

|     |   |     |     |   |     |
|-----|---|-----|-----|---|-----|
| 94% | PD, seminars, webinars                              | 88% | 62% | Members only National Awards of Excellence program                          | 62% |
| 90% | Public advocacy for the profession                  | 70% | 59% | Public relations resource library   | 57% |
| 89% | Code of professional standards                      | 85% | 54% | Global alliance for public relations and communications management          | 51% |
| 84% | Communiqué newsletter                               | 62% | 47% | Discounted CPRS member rates for PRSA's publications strategist and tactics | 46% |
| 79% | Accreditation (APR®) program                        | 64% | 45% | Member referral program   | 38% |
| 77% | Annual conference                                   | 70% | 42% | Public Relations Knowledge (PRK)® exam                                      | 48% |
| 73% | Member directory                                    | 60% | 37% | Discounted services   | 41% |
| 72% | Volunteer opportunities                             | 50% | 32% | Pathways to the Profession® program   | 29% |
| 69% | Career file (job postings) listings at member rates | 79% |     |   |     |

The survey also asked CPRS members for their assessment of what they needed to achieve their goals in the next five years. Many of the responses reflected the megatrends outlined in the white paper such as: strategic planning (97 per cent), reputation management (94 per cent), and measurement (94 per cent), and analytics (91 per cent). Similar themes were also identified in the reasons CPRS members gave for renewing their membership each year, which included: belonging to a professional association, maintaining accreditation, professional development and networking. Further questioning revealed the 'value-based' reasons for renewing membership:



Finally, when asked about the future role of professional associations, CPRS members had responses similar to those in the white paper survey, specifically: advocacy for the profession, enhancing ethical and professional standards, professional development, networking, and accreditation. Asked what the CPRS could do to improve member benefits, professional development, advocacy, webinars and resource material were among the top answers.

## SO WHAT'S IT ALL MEAN?

It's clear that Canada's public relations professionals relate to the megatrends as outlined by Tisch in *The Elevation of Public Relations* and, for the most part, agree on the implications these trends have on the PR industry. Our ability to build relationships, provide strategic business value, earn trust, and incorporate data and analytics into our work is key to the continued growth and success of our profession.

Our members do not just define themselves by their regions; rather we are a national network of committed public relations professionals. To support this network and best position our members to take advantage of the opportunities that lie ahead, the CPRS must focus on a number of key priorities in the coming years:

- **Building our national community**—From local society events to online friends and colleagues, our community is Canada-wide. The CPRS must work with local societies to continue to build that national network, providing access to events, members and opportunities for collaboration and information exchange. These opportunities should also extend to our international network of professionals through the Global Alliance for Public Relations and Communications Management and the Public Relations Society of America.
- **Redefining mentorship**—Our approach to mentorship has been largely focussed on 'helping someone get a job'. It's clear our members want more. Being part of a national community means that we each have the opportunity to reach out to our fellow members, discuss common challenges, learn from each other, and provide (and receive) advice and counsel.
- **Bringing relevant professional development to our members, online, on-demand**—Time is precious and we all have lives outside of the 9-5. Professional development needs to be online and on-demand, allowing for our national community to come together and learn the skills we need to be effective. Whether it is the latest trends in data and analytics or how to manage your organization's reputation, professional development must evolve to meet the changing needs of our members when, where, and how, they prefer to participate.

- **Providing greater access to thought leaders**—Skills development is one thing, but the excitement and energy around initiatives such as *The Elevation of Public Relations* white paper and the Ragan professional development series demonstrates that members desire more than skills development; we want access to thought-provoking PR leaders who can challenge our assumptions and push us out of our comfort zones.
- **Being the champion for strategic, ethical, professional public relations**—Whether it's coming out forcefully against '[alternative facts](#)', celebrating the best of ethical and professional PR and seeking ways to call-out those bad actors when we see them, members rely on the CPRS to be their champion, speaking out on behalf of the profession and promoting our professional standards.
- **Supporting members at every stage of career growth**—From that first public relations job to retiring as a life member, CPRS members have different needs at each stage of their professional journey. While the PRK, APR, and College of Fellows offer significant career milestones, the CPRS should consider mid-career opportunities for recognition and certification such as an APR-M for public relations managers, specialization in data and analytics and partnerships with educational institutions on certification programs that provide value not just to members, but to their employers.

**Community, Collaboration, Conscience, Careers**...the future of the CPRS lies in our ability to respond to these priorities and deliver what our members need to thrive in the years ahead.

## NEXT STEPS

It's one thing to summarize the results of months of discussion, it's another thing to put it into action. The FCPRS Committee has taken this feedback and developed a proposed strategic framework that for the CPRS going forward. With a new vision and mission, key goals and measures, this framework will be shared with CPRS members to move this conversation from 'what we think' to "what we do".

This framework will inform some key decisions for the CPRS. It will help us determine how we should be managed, what services are most important, and how we move forward for the benefit of all our members.

So, fellow members, your work is not yet done. We need to continue the conversation and we need your feedback on the proposed strategic framework. Together, we will take on the future of public relations as a professional association with a vision, a strategy, and a common purpose.