

***Public Relations Journal* Editor's Introduction**

Welcome to Volume 11 Issue 3 of *Public Relations Journal*. This issue of the *Journal* exemplifies our mission to present research that matters to the practice. I know that these articles will provoke great thought and discussion for both practitioners and academics.

The issue begins with a collaborative effort between scholars, Julie O'Neil\* and Michele Ewing, and practitioners, Stacey Smith and Sean Williams, to understand standards and practices in internal communication. In *A Delphi Study to Identify Standards for Internal Communication*, the authors use an impressive methodology to propose new measurement standards for more effective communication that moves the field beyond just engagement for internal communication practices.

The second article in this issue uses a mixed-methods approach to understand how Chief Communications Officers (CCOs) view "high performance" communication. Tim Penning, offers insight into high performance on a corporate communications team and how that type of performance is managed and influenced. In *High-Performing Corporate Communications Teams: Views of Top CCOs*, the research offers practical outcomes for communication professionals and addresses the role of leadership in communications today.

In the third article, *Global Capabilities in Public Relations*, offers a Canadian perspective of the core capabilities required by public relations practitioners. Through a Delphi panel, Amy Thurlow, Mark Dottori, Alexandre Sévigny investigate the importance of capabilities among strategic, operational communication, and generic professional practices. The outcome of this research will resonate beyond the Canadian borders to better understand global public relations practices.

The next article, '*Everything is not Pleasantville*': *Reframing Public Relations Encroachment as Work Group Autonomy in Higher Education*, explores and expands research on encroachment in nonprofit organizations. Through the lens of higher education and fundraising, Christopher Wilson, Mark Callister, and Melissa Seipel highlight the importance of developing interdepartmental relationships to help public relations departments feel empowered to achieve their own goals and those of their institution.

Finally, the last article of this issue steps away from the traditional research article format and instead poses a critical reflection on the state of public communication. Jim Macnamara, covers a wide body of research to address what he deems the paradox of public relations, "declining public trust, support, and stability at a time when investment in public communication has never been higher." *Public Relations and Post-Communication: Addressing a paradox in public communication* will no doubt open debate about the role of communication in a society of declining trust and what the future holds for practitioners and scholars in our ever-changing world.

I would like to extend my deepest thanks to the following reviewers for their service on this issue:

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Thank you for reading and for your support for *Public Relations Journal*.

**Hilary Fussell Sisco**  
**Editor-in-Chief**

\*In an effort to maintain full transparency, Julie O'Neil and her co-authors submitted their manuscript before she started as Associate Editor of *Public Relations Journal*. A double-blind review was upheld throughout the decision-making process for fairness and consistency for all parties.