

**Examining the gender of sources in media releases.
Does the CEO matter?**

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The impetus for this study came from research indicating that reporters, even today, seem more likely to quote male sources than female sources. The question for the researchers then became whether we, as public relations practitioners, are causing some of this imbalance by providing reporters with a disproportionate number of male sources. The primary purpose of the research presented in this article was to turn the tables on previously published research by looking at the sources provided to reporters through the subsidy of corporate news releases. The researchers chose to investigate how releases from the top 25 companies on the Fortune 500 list compared to those from the highest-ranked 25 corporations headed by women to determine if releases from women-headed companies would be more likely to quote women as sources.

LITERATURE REVIEW

Women as News Sources

In 1978, Tuchman wrote of the symbolic annihilation of women by the media. Her claim was that because women were not being presented to the public through the images of society on which media outlets focus, women are seen by the public as powerless and not worth covering or, by extension, not worth paying attention to at all. A series of studies from the 1980s to the present has addressed the power held by media sources and how women are being under-represented as sources in media coverage (Armstrong, 2004; Berkowitz, Fritz, Parameswaran & Lafky, 1996; Bridge, 1995; Brown, Bybee, Wearden & Straughan, 1987; Cann & Mohr, 2001; Hansen, Ward, Connors & Neuzil, 1994; Liebler & Smith, 1997; Rodgers & Thorson, 2000; Zeldes & Fico, 200; Zoch & Turk, 1998).

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Berkowitz (1987) maintained that sources play a major role in shaping the information that the public uses to build images of the world. If true, then by extension, the gender of a journalist's source could help to build an image of the role of women. If women are under-represented as sources, they are not seen by the reader or viewer as holding enough power or information to be worth including. As Zoch and Turk wrote, "the reporter's use of sources creates a representation to the reader of who has information important enough to cite in the news story" (1998, p. 765).

2000 and Beyond

Internationally, researchers are also beginning to focus on the gender disparities of journalistic sourcing and, in particular, the use of sources in broadcast news. In a study of Australian television news, 86% of expert sources were male (Cann & Mohr, 2001). Comrie and Fountaine (2005) found that New Zealand television news used female sources only 20.1% of the time in 2003. These authors noted that "an extensive body of evidence, collected over time and in a variety of countries shows that women are under-represented, portrayed in stereotypical and often negative ways, and subjected to 'gendered' framing" (p. 4).

In the United States, an analysis of the 2000 presidential campaign found that female sources were used in only 26% of broadcast stories (Zeldes & Fico, 2005). Also, an analysis of newspaper coverage of open races for Governor in 2002 discovered that, regardless of the candidates' gender, the overwhelming majority of non-partisan sources quoted were male (Freedman & Fico, 2005). In fact, these authors found that three-fourths of the stories cited only men (Freedman & Fico, 2005).

A study of the influence of reporter gender on source selection in newspaper stories analyzed 18 newspapers across the United States and found three times as many male sources quoted as female (Armstrong, 2004). Looking at the representation of women in both news and photos in two Midwestern newspapers, Len-Rios, Rodgers, Thorson and Yoon (2005) found that males appeared disproportionately (79% to 18% in one paper and 75% to 21% in the other) in news stories. Similarly, two-thirds of the photos in the analyzed newspapers were of men.

Politics as a Microcosm

Frequent complaints by women in politics about gendered coverage (Ferraro, 1985; Hansen, 1994; Schroeder, 1998; Witt, Paget, & Matthews, 1994) have led to a number of studies that, although not focusing directly on sources, looked at the kinds of coverage women candidates received compared to their male counterparts. Overall, the studies found that women candidates did receive more gendered coverage. In a study of Elizabeth Dole's run for the Republican Party's presidential nomination in 2000, researchers found that Dole received gendered coverage that may have hindered her candidacy and that she "also did not receive the amount of media coverage that should have been consistent with her standing as the number two candidate in the polls" (Heldmen, Carroll & Olsen, 2005, p. 315). A 2006 study by Jalalzai looked at coverage of female candidates from the 1992 through 2000 elections at all levels from local to

national. The study found that, overall, female candidates received less coverage than male candidates.

The Public Relations Role in Information Subsidies

Despite a 1999 study by Curtin that found editors admitted to using public relations subsidies only for special sections and to give them ideas, public relations researchers have continued to study the production of news releases (Maat, 2007; Klipstine, 2005; Zoch & Supa, 2005) as well as audience perceptions of public relations sources. For example, through experiments and surveys, Callison (2001, 2004) and Callison and Zillman (2002) reported troubling findings about the public's perceptions of public relations sources. Spokespersons identified as public relations practitioners were seen to be less trustworthy, competent and credible than were generic spokespersons who were simply identified as people working for the company (Callison, 2001).

Several years later, Callison, in a 2004 telephone survey, found that respondents viewed sources that were closely affiliated with an organization as less credible than sources not directly employed by the organization. Callison and Zillman (2002) conducted an experiment focusing on a situation in which a company is using the media in an attempt to correct a negative view of its actions. These researchers found that immediately following exposure to a series of news articles, subjects perceived public relations sources as being significantly less credible than either sources from outside the company (but hired by the company) or independent sources.

The negative aspects in the literature concerning both the public's perceptions of corporate sources as well as the gendered reporting by primarily male reporters – in 2003, only one-third of reporters working for the traditional mass media were women (Weaver, et al., 2003) – acted as the catalyst for this study.

Research Questions

Based on this review, the researchers formulated the following research questions:

RQ1: Overall, will more male sources be quoted than female sources in news releases from both the Fortune 500 top 25 corporations and the top 25 corporations headed by women?

RQ2: Will releases from Fortune 500's top 25 corporations with women CEOs contain a greater number of female sources than releases from Fortune 500's top 25 corporations?

RQ3: Overall, on both lists, will sources from inside the corporations be quoted more than sources from outside the organization?

RQ4: Will there be differences in the topics of releases that come from Fortune 500's top 25 corporations compared to releases from Fortune 500's top 25 corporations with women CEOs?

The literature on the gendered nature of political reporting and the findings in previous research about the types of stories in which female sources were quoted led to exploratory research questions 5a and 5b.

RQ5a: Overall, will male sources be quoted more than female sources in releases related to financial information?

RQ5b: Overall, will females be quoted more than males in releases related to personnel information?

METHODS

The study consisted of a systematic and objective analysis of the contents of 500 news releases. The coding took place over a three-month period from July to September 2007. The data collection method employed in this study was a quantitative content analysis.

The basic sampling unit was one news release. The sampling process consisted of accessing CNNMoney.com which contains the list of "Fortune 500: The Top 50" and "Fortune 500 Women CEOs" and a hyperlink to each company's home page. The researchers then visited the Web sites of each of the corporations included in the study, navigated to the news release page and then printed the 10 most-recent releases (as of July 1, 2007) that contained at least one instance of information attributed to a source. This process produced a total of 500 releases for the sample, which the researchers deemed necessary to ensure a reasonably broad approach. The lists of companies did not overlap.

Coding Procedures

Three communication graduate students served as coders. A coding spreadsheet was created reflecting the basic categories listed below. Each coder was then given a sample of releases like those to be included in the actual study to code as a pretest to ensure that the coding spreadsheet and the directions for coding were clear. After several training sessions and minor revisions in the coding spreadsheet and directions, the researchers deemed the coding process ready for execution.

Coders analyzed a total of 500 news releases found on the sample corporations' Web sites (250 from the top-ranked 25 corporations as listed in the 2007 Fortune 500 and 250 from the top-ranked corporations headed by women CEOs as listed in Fortune 500). Entering each home page, coders were instructed to navigate to a hyperlink entitled "Press Room," "Media Room," "Press Release," "News Release" or an equivalent. News releases were not selected from areas entitled "Investor Relations" or "Financial News," because they represented a narrow content area. All of the companies' home pages selected for this study contained links that ultimately led to the news releases.

Once on the appropriate page, coders were instructed to read the entirety of each release, beginning with the most recent and working backward chronologically, until 10 releases with quotes from attributed sources were selected. Releases without any sources were eliminated. The releases selected for the study were then printed. Coders used hard copies of the releases for the analysis.

Coders were instructed to note the presence or absence of the variables noted below on the spreadsheet and to record the open-ended information from the news release. For sources with non-gender-specific names, coders used an Internet search engine to find information on the individuals that would establish their gender. This process resulted in all source names being accurately attributed by gender.

Categories

Selected elements of a news release related to source attribution served as the basic categories for this study. Coders recorded the company name, the existence of a company logo, company location and the inclusion of boilerplate text information. Coders also identified each company's primary purpose from within the four categories of financial, product-oriented, service-oriented or both product and service-oriented. Coders further identified the content of the release by indicating which of the following categories the release primarily related to: financial information, new products/projects, personnel, mergers/acquisitions, awards, community service, conferences, special committee announcements, corrections, legal information, speeches, research findings or other.

For the first three sources in each release, coders identified the quotes and the paragraph location of each quote within each release, the name and gender of each source, the professional title of each source and whether the source's title indicated the person worked inside or outside the corporation. The cutoff point of recording no more than three sources was decided upon when 98% of the releases in the pretest had no more than three sources. In addition, coders recorded the total number of sources within each release. In the case of a disagreement on subjective categories the coders deferred to the researchers.

Inter-Coder Reliability

Following the suggestions of Wimmer and Dominick (2007), an additional coder analyzed a random sample of previously coded releases representing 10 percent of the total to determine inter-coder reliability. The measure of agreement was determined by the use of Scott's Pi. The coefficient of agreement ranged from .895 for the more subjective measures (i.e. content of the release) to 1.0 for clearly identifiable categories (i.e. company name).

RESULTS

A total of 500 news releases were analyzed for this research. Two hundred and fifty of the releases came from companies comprising the top 25 companies from the Fortune 500 list and the other 250 news releases were from the top 25 companies from Fortune's list of companies headed by women CEOs.

Overall, approximately half (48%, 240) of the releases were from a company that provides products, while 24% (120) of the releases were from a company that provides services. Financial companies and those companies that provide a combination of products and services each comprised 14% (70) of the releases in the sample.

Releases about new products or projects comprised 31% (155) of the sample, releases regarding financial content made up 23% (115), personnel issues made up 14% (72) and those discussing mergers or acquisitions comprised 10% (52).

Releases with four or fewer quotes made up 95% of the sample. Of those, 214 releases (43%) had only one quote, 173 releases (35%) had two quotes, 55 releases (11%) contained three quotes and 36 releases (7%) had four quotes. Some of the multiple quotes were from the same source, but each quote was counted separately.

In terms of the number of sources in each release, 96% (480) of the releases in the sample had three or fewer sources. More than half of the releases (58%, 290) had only one source. Two sources were found in 31% (156) of the releases, 7% (36) had three sources and only 2% (11) contained four or more sources.

Primarily, the gender of the first source in the releases was male (63%, 316) compared to only 37% (183) who were female. When there was more than one source, the second source in the releases was overwhelmingly male (80%, 166) with only 20% (42) females. In those news releases with a third source, a male was the third source in 74% (40) of the releases and a female was the third source in only 26% (14) of releases.

The first source was found to be from inside the company in 83% (414) of the releases. The second source in the release was also from inside the company in 56% (117) of the releases with second sources, while the second source was from outside the company in 44% (91) of releases. Contrary to the first and second sources, if a third source existed, it was almost evenly split between inside (46%, 25) and outside (54%, 29) the company. These findings address the authors' third research question (RQ3) that asked if sources inside the corporation would be quoted more than outside sources.

The authors cross-tabulated the gender of the first source in all releases by whether the first source was from inside or outside the company. If the first source was male, he was from inside the company in 75% (237) of the releases. If the gender of the first source was female, it was almost assured (97%, 184) that the female was from inside the company. The difference between the gender of the first source and whether that source was inside or outside of the company was found to be statistically significant, $\chi^2(2, N=500) = 36.69, p > .001$.

Overall, when the second source was male, that source was from inside the company in 54% (90) of the releases. If the second source was female, that source was from inside the company in 64% (27) of the releases. The difference between the second source and whether that source was inside or outside of the company was not found to be significant.

Males from inside the company comprised the third source in 36% (14) of the releases and males from outside the company comprised 63% (26) of the third sources.

If the third source was female, that source was overwhelmingly found to be from inside the company (79%, 11). The difference between the gender of the third source and whether that source was inside or outside the company was significant, $\chi^2(1, N=54) = 7.92, p > .05$.

The authors also analyzed the topic of the release in comparison to the primary purpose of the company for which that release was written. See Table 1 for a breakdown of the content of the releases by company purpose.

Additionally, the authors analyzed the gender of all sources by the contents of each release. Males were attributed as sources in 74% (184) of all the releases dealing with new products and projects.

Of the 138 sources in releases discussing financial matters, females were quoted slightly more often (52%, 72), which was the identical percentage of female sources quoted in personnel releases. Finally, males were noted as sources in 84% (93) of the news releases about mergers or acquisitions, while only 16% (11) were female.

The releases were further coded into content areas and then analyzed by the gender of the sources in each area. In the Top 25 list, of the 148 sources in new products and projects releases, 84% (124) were male while females comprised only 16% (24). Sources in releases discussing financial matters (53) were males in 94% (50) and were female in only 6% (3) of the cases. Of the 24 personnel releases from the Top 25 list, males were quoted in 22 (92%) of the releases and females in only two (8%) of these releases. Finally, sources in releases discussing mergers or acquisitions from the Top 25 list (82) were males in 93% (76) of the releases and females in 7% (6).

In the 250 releases from the women CEO list, results were slightly different. Of sources quoted in new products or projects releases (101), men were sources 59% (60) of the time, while females were sources 41% (41) of the time. In financial releases from the women CEO list (85), females were quoted 81% of the time (69) compared to males who were quoted 19% (16) of the time. Sources used in personnel releases from the women CEO list (69) cited females in 67% (46) and males in 33% (23) of the releases. In mergers and acquisition releases (22), males comprised 77% (17) of the sources while females were quoted only five times (23%). These results address RQ5a, which asked if males would be quoted more regarding financial matters, and RQ5b, which asked if females would be quoted more in releases related to personnel issues.

Comparison of Company Purpose by List

The researchers found that the primary purposes of the Fortune 500's Top 25 companies (all headed by men) were more diverse than those corporations headed by female CEOs. Of the 25 companies with women CEO's, 16 were product-oriented companies, eight were service-oriented and one was both a product and service driven company. None of the companies with women CEOs were financial companies. Almost all (86%) of the companies that provide both products and services were from the male-dominated Top 25 list.

A majority (64%, 160) of the releases from women-led companies were from product-oriented corporations. Thirty-two percent (80) were from service-oriented companies and the rest (4%, 10) were from companies that provided both products and services. The releases from the Top 25 companies were more diverse with 32% (80) of the releases from product companies, 28% (70) from financial companies, 24% (60) from companies that provide both products and services companies and 16% (40) from only service-oriented companies. The difference between the two lists in terms of the primary purposes of the companies was significant, $\chi^2(3, N=500) = 145.71, p > .001$.

Comparison of Top 25 and Women CEO Lists

In the releases from the top 25 companies, 93% (233) had four or fewer quotes. Of those, 38% (88) had only one quote, 39% (90) had two quotes, 14% (33) had three quotes and 9% (22) had four. Similarly, 98% (244) of the releases from women-led companies had four or fewer quotes. However, half of these releases (52%, 126) had only one quote, 34% (83) had two quotes, 9% (22) had three quotes and only 5% (13) had four quotes. Across the two lists the number of quotes in the releases was significantly different, $\chi^2(10, N=500) = 22.58, p > .01$.

In looking at the number of sources in a release, 98% (244) of the top 25 releases had four or fewer sources. Half (50%, 122) of the releases had only one source, 35% (88) had two sources, 11% (27) had three sources and 3% (7) had four sources. In comparison, while 98% (245) of the releases from the women CEO companies had four or fewer sources, there was a noticeable difference in how the sources were distributed in release from these companies. Sixty-nine percent (168) of these releases had only one source, 27% (68) had two sources, 3% (9) had three sources and only 1% (4) had four sources. The number of sources within releases between the two lists was also significantly different, $\chi^2(7, N=500) = 24.68, p > .001$.

The researchers compared the content of the releases between the two company lists as well. Overwhelmingly, the content of the largest number of releases on the Top 25 list was about new products or projects. Thirty-six percent (90) of the releases discussed this topic, followed by financial matters (16%, 39) and mergers or acquisitions (16%, 39). The women CEO list was led by releases discussing financial matters (30%, 75), followed by new products or projects in 26% (65) and personnel in 22% (55) of the releases. Across the two lists, the content of the releases was significantly different, $\chi^2(10, N=500) = 61.55, p > .001$, addressing RQ4 which asked if there were differences in topics of releases between the two lists.

Gender Comparisons by List

The researchers compared the total number of sources across the two lists by gender. Overall, the total number of male sources was 522 (69%) in all the releases, while females were quoted as sources only 239 (31%) times. This finding clearly answers the researchers' first research question (RQ1) that asked "overall, will more male sources be quoted than female sources in news releases from both the Fortune 500 Top 25 corporations and the Top 25 corporations headed by women?"

The releases from the Top 25 list overwhelmingly had more males (88%, 369) as sources. In contrast, the releases from the women CEO list were more evenly dispersed with 55% (190) of their sources being female and 45% (155) being male. These findings address RQ2, which asked if releases provided by the top 25 corporations headed by women would include a greater number of female sources than male sources compared to the releases from corporations on the Fortune 500's top 25 list. Across the two lists, the gender of a source was significantly different, $\chi^2(1, N=762) = 166.53, p < .001$.

The authors also analyzed the differences between the gender of each source and whether the source originated inside or outside the company across the two lists. There was a significant difference between the lists regarding gender and origin of a source $t(3)=3.36, p < .05$. See Table 2 for a breakdown of the gender and origin of each source across the two lists.

DISCUSSION AND IMPLICATIONS

The initial question that drove the authors to analyze corporate news releases was if, as previous research has shown, reporters are using male sources significantly more often than female sources, are we as public relations practitioners contributing to this gender disparity? The answer, it would appear, is both yes and no.

The researchers' first research question (RQ1) asked if, overall, more male sources will be quoted than female sources in news releases from both the Fortune 500 Top 25 corporations and the top 25 corporations headed by women? The data showed that the total number of male sources in all the releases analyzed was 522, while females were quoted as sources only 239 times, a more than 2:1 ratio. RQ2, however, asked if releases from Fortune 500's Top 25 corporations with women CEOs will contain a greater percentage of female sources than releases from Fortune 500's Top 25 corporations. That research question was also answered affirmatively. Women-headed corporations, although they did not overwhelmingly use women as sources, had a more even balance of sources with 55% of quoted sources in the releases being female, and 45% male.

Earlier studies (Armstrong, 2004; Power & Fico, 1987; Zoch & Turk, 1998) looked at this issue from the perspective of the reporter and found that reporters are more likely to quote those who are like themselves. This does not seem to be changing in the Top 25 corporations. The findings of this study appear to be unequivocal evidence that public relations practitioners in these companies are supplying the media with a very gendered view of their corporations, and we should not be surprised when coverage in the media reflects that perception.

A possible factor for this disparity in the gender of sources could be the reality that men dominate the ranks of mid-to-upper level management in top corporations. Public relations practitioners in these organizations could, therefore, merely be selecting

sources to be quoted in news release based on expertise in an area that lacks females with the requisite information or knowledge in general.

But, even in industries where males historically have dominated management, using women as sources in news releases would be an excellent demonstration that the company believes and engages in equal opportunity practices.

Looking at releases from the women CEO-led companies can give a different impression, however. Of considerable importance in terms of getting women into the media coverage of corporations was that fact that these releases contained a female as the first source in 62% (154) of cases. In many cases that first source was in fact the female CEO speaking for the company (90, 58%). The first sources from the Top 25 list, in comparison, employed the male CEO as the first source in only 23% (50) of the 222 releases with males quoted as a first source. See Table 2 for illustration.

That the CEO was not quoted an equal number of times as a first source in the news releases in a comparison of the lists is also an intriguing finding. Women CEOs appear to be given more credence (perhaps because they are women in a male-dominated position) in the news releases from women-led companies, as demonstrated by the fact they are quoted more often as a first source.

An analysis of the second source made this point even stronger. The releases from the women-led corporations list quoted a female who was not the CEO as the second source 26% (21) of the time, while the releases from the Top 25 corporations only quoted a female as a second source 11% (13) of the time.

It would appear that companies with female CEOs are more likely to consider that female sources are as equally competent as male sources. Thus, these companies are more likely to quote either gender as the first and second sources, which is the most often-used source by the media (at least for those still following the traditional inverted pyramid style).

In the women-led companies, this study demonstrated that there might have been a conscious decision to select women as sources in news releases. It also may be that in corporations headed by women, more women have been given the opportunity to advance into the ranks of mid-management and, therefore, have more opportunities to be quoted as sources. Perhaps the implication here is that the gender of the person in the top position of an organization is an influential factor – albeit not always intentionally – throughout the company, including the choice of sources used in news releases.

RQ3, which asked if inside sources would be quoted more often than outside sources, was answered affirmatively for both lists. The first source in a release was most often found to be from inside the company (83%, 414). If there was a second source in the release, that source was also more likely to be from inside the company (56%, 117 of the releases). It was only when the third source, if any, was analyzed that a balance between inside (46%, 25) and outside (44%, 29) sources appeared.

Research by Callison (2004) and Callison and Zillman (2002) indicates that the public finds sources not directly affiliated with an organization to be more credible than internal sources. Apparently this information has not made its way to the public relations practitioners who are preparing releases inside these corporations.

Women-led corporations were more likely to be gender balanced with their outside sources as well as inside sources. In the Top 25 list, the sources were male, regardless of whether they came from inside or outside of the organizations. Perhaps the expertise of the women serving as CEOs in their companies in some way influenced the writers of news releases to value and seek out sources that were the same gender as their CEOs, both inside and outside the organization.

The fourth research question (RQ4) addressed whether there would be differences in the topics of releases that originated from the top 25 corporations from the Fortune 500 list compared to those that came from the top 25 corporations led by women. Again, the answer was both yes and no.

The topic of the largest number of releases from corporations on the Top 25 list was new products or projects, while financial matters was the most frequent topic of releases from the corporations on the women-led companies list. The differences in topics of releases in part may be explained by the fact that fewer of the corporations headed by women had separate places on their Web sites to display financial news releases and, therefore, more financial releases from this list may have found their way into the sample.

The researchers also questioned if males would be quoted more than females overall in releases related to financial information (RQ5a). This did not prove to be the case. Overall, slightly more females were quoted in releases discussing financial matters (52%, 72) than were males (48%, 43). When the lists were separated the differences became much more clear. In releases concerning financial matters from the Top 25 list, 50 (94%) of the sources were male and only 3 (6%) were female. Of the 85 sources in releases concerning financial matters from the women-led company list, females comprised 81% (69) of cases in comparison to males 19% (16).

The researchers further questioned (RQ5b) whether, overall, females would be quoted more than males in releases related to personnel information. The results showed that personnel releases were almost evenly split, with female sources very slightly in the majority (52%, 48) compared to males (48%, 45). The 24 personnel releases from the Top 25 list quoted males in 92% (20) of the cases, while personnel releases (69) from the women CEOs list quoted females in 67% (46) and males in only 33% (23). In both cases, financial and personnel releases, the gender of the CEO seemed to be the dividing factor. Male-headed corporations strongly favored males as spokespersons in both financial and personnel releases, while female-led corporations favored women. It was not anticipated by the researchers that there would be such a difference between the two lists of companies.

For Further Research

The researchers' next step will be to investigate newspaper articles about the companies in the current study. The focus will be on whether the variables discussed here, including source gender, inside versus outside sources and types of information provided, are finding their way into the articles written by journalists covering these corporations.

Perhaps of greater interest to other researchers, the results of this study indicate that the gender of the CEO may have a more far-reaching influence than revealed in previous research. This study primarily looked at the relationship between the gender of the CEO and the sources found in company news releases. However, investigation of other aspects of gender influences might prove equally insightful. One conclusion could be that who's on top makes a difference, at least in who is speaking for the organization. These findings also may suggest that employing a woman as a CEO could influence more areas within an organization than previously considered.

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Table 1

The Primary Purpose of the Company Compared to the Content of the Release

	Products	Services	Financial	Products and Services
New Product/Project	75 (31%)	41 (34%)	23 (33%)	16 (23%)
Financial	59 (25%)	27 (23%)	6 (1%)	23(33%)
Personnel	42 (8%)	11 (1%)	11 (16%)	4 (.8%)
Merger/Acquisition	12 (2%)	21 (9%)	12 (17%)	7 (1.4%)
Awards	15 (3%)	15 (3%)	6 (1%)	8 (11%)
Community Aid	22 (9%)	6 (1.2%)	9 (13%)	11 (16%)
Announcement	--	5 (1%)	--	1 (.2%)
Correction	2 (.4%)	2 (.4%)	3 (.6%)	--
Legal	10 (2%)	1 (.2%)	--	--
Conference	3 (.6%)	3 (.6%)	--	--
Speech	--	1 (.2%)	--	--

Table 2

Source Gender and Whether the Source comes from Inside or Outside the Company

Compared by Fortune List

		First Source		Second Source		Third Source	
Fortune 25		Inside	Outside	Inside	Outside	Inside	Outside
	Male	155 (62%)	67 (27%)	57 (46%)	58 (45%)	8 (20%)	24 (60%)
	Female	22 (9%)	6 (2%)	5 (4%)	8 (6%)	6 (15%)	2 (5%)
Women CEO							
	Male	82 (33%)	12 (5%)	33 (41%)	18 (23%)	6 (43%)	2 (14%)
	Female	154 (62%)	1 (.4%)	22 (28%)	7 (9%)	5 (36%)	1 (7%)
	Group	1 (.4%)					