#### Michele E. Ewing, APR, Fellow PRSA

Professor, Public Relations

School of Media and Journalism • College of Communication and Information

Kent State University

330.672-4288 • meewing@kent.edu • <u>LinkedIn@meewing</u> • <u>Twitter@meewing</u>

#### **Education**

Master of Arts in Journalism/Public Relations, Kent State University, Kent, Ohio, 1989

Thesis: Public Relations Practitioners' and Social Scientists' Attitudes Toward Effective

Channels for Persuasive Communications

Bachelor of Arts in Speech Communications/Telecommunications, Youngstown State

University, Youngstown, Ohio, June 1984

#### Accreditation

Accredited in Public Relations (APR), Public Relations Society of America, 1995

#### Career Distinction

Fellow, elected into College of Fellows of the Public Relations Society of America (PRSA), recognized for distinguished career in the practice of public relations and advancement of the public relations profession, 2014. This is considered a pinnacle honor in a public relations professional's career.

#### Academic Experience

#### Kent State University, Kent, Ohio

Professor (May 2020-present)

Associate Professor (May 2010-May 2020)

Public Relations Sequence Coordinator (Fall 2014-present)

Faculty Adviser, Public Relations Student Society of America (August 2003-present)

Assistant Professor (August 2003-May 2010) Adjunct Instructor (August 2002-May 2003)

## Professional Experience

#### Marcus Thomas LLC, Cleveland, Ohio

Vice President, Public Relations Division (July 2000-August 2003)

Director of Public Relations (January 1998-July 2000)

Account Supervisor (May 1994-January 1998)

Senior Account Executive (May 1993-May 1994) Account Executive (September 1991-May 1993)

#### Youngstown Osteopathic Hospital, Youngstown, Ohio

Director, Public Relations (June 1989-September 1991)

#### Saint Thomas Medical Center, Akron, Ohio

Audio-Visual Supervisor (December 1985-June 1989)

## **Grants & Sponsorships**

#### **External**

- Ewing, M.E. 1 for All grant from the Free Speech Center at Middle Tennessee State University (\$2,000 secured). The grant will support the Spring 2020 PR Campaigns course; students will develop campaigns designed to raise awareness of First Amendment freedoms. (May 2019)
- Ewing, M.E., and Lambert, C.A. Arthur W. Page Center Legacy Scholar Grant (\$4,000 secured). The grant supported research to aid public relations practitioners in navigating fake news. (April 2018)

- Ewing, M.E., Meng, R., and O'Neil, J. Arthur W. Page Center Legacy Scholar Digital Media Grant (\$4,000 secured). The grant supported research to explore the role of social media usage in creating an engaged workplace. (August 2017)
- Ewing, M.E., Kent State PR Campaigns sponsorships (\$118,500 secured). Examples of client sponsors include: Akron Children's Hospital, Cleveland Clinic, Goodyear Tire & Rubber Co., GE Lighting, and FedEx Custom Critical. The client sponsorships support capstone Campaigns projects, PRSSA programming, PRSSA scholarships and other public relations/JMC activities. (Spring 2004-Fall 2019)
- Ewing, M.E., and Remund, D. The Plank Center for Leadership in Public Relations (\$5,500 secured). The grant funded a national audit of leadership and diversity courses in undergraduate public relations curriculum. (September 2015)
- **Ewing, M.E.**, Meng, R., O'Neil, J., and Remund, D. The Society of Human Resource Management (\$113,034 requested). The grant was submitted to analyze use of social media in internal communication. (September 2015)

#### **Internal**

- **Ewing, M.E.**, College of Communication and Information Research and Creative Activity Fund (\$4,092 secured). The grant supported research to explore the role of social media usage in creating an engaged workplace. (October 2017)
- Ewing, M.E., Kent State University Teaching Council University Summer Teaching Development Grant (\$3,500 secured). Funds supported development of Kent State's first course focused on use of Web and social media in public relations. (June 2006)
- Ewing, M.E., Kent State University Teaching Council Teaching Conference Grant (Approx. \$8,000 secured). Funds supported travel and research. (August 2004-2020)

## Honors & Awards

#### **Career (National)**

2014 Class of the PRSA College of Fellows Induction

#### **Professional Practice (National)**

- PRSA Silver Anvil for internal communications, team member
- PRSA *Bronze Anvil* for newsletter, team leader
- PRSA Silver Anvil for crisis communications, team member
- PRSA Bronze Anvil for direct mail, team leader

#### <u>Professional Practice (Regional)</u>

- PRSA Eastern Regional District Award for integrated communications, team leader
- PRSA Pittsburgh Chapter, Renaissance Award for new product launch, team leader
- Addys for print and outdoor advertising campaigns, account supervisor
- Women of the Year, American Cancer Society, Eastern Region, Ohio Division

#### Research (National)

2019 PRSA Employee Communication Award for top paper, "Examining the Effects of Internal Social Media Usage on Employee Engagement: The mediating roles of perceived transparency and organizational identification," at the International Public Relations Research Conference, Orlando, Florida

- 2018 PRSA Employee Communication Award for top paper, "Exploring the Role of Social Media Usage in Creating an Engaged Workplace," at the International Public Relations Research Conference, Orlando, Florida
- 2017 Institute of Public Relations Top 2 Papers of Practical Significance Award, "A
  Delphi Study to Identify Standards for Internal Communication," International Public
  Relations Research Conference
- 2014 Annual Social Media Case Study Competition First Place Winner,
   "Swisspers® Sleep Naked Social Media Campaign: A case study exploring the role of online influencers," Institute for Public Relations

#### **Teaching (National)**

- 2020 PRSSA Star Chapter Award
- 2019 PRSSA Star Chapter Award
- 2019 Betsy Plank Day Challenge, 2st Place, The Plank Center for Public Relations
- 2018 PRSSA Star Chapter Award
- 2018 Betsy Plank Day Challenge, 1st Place, The Plank Center for Public Relations
- 2017 Outstanding Faculty Adviser, PRSSA Dr. Frederick H. Teahan Chapter
- 2017 PRSSA Star Chapter Award
- 2017 Betsy Plank Day Challenge, 1st Place, The Plank Center for Public Relations
- 2016 PRSSA Star Chapter Award
- 2016 Diversity, PRSSA Dr. Frederick H. Teahan Chapter Award
- 2016 PRSSA Star Chapter Award
- 2016 Betsy Plank Day Challenge, 1st Place, The Plank Center for Public Relations
- 2015 PRSSA Star Chapter Award
- 2014 Outstanding Chapter, Top Student Chapter in the Nation, Dr. Frederick H. Teahan Chapter Award, recognizing the Kent State Chapter of the Public Relations Student Society of America
- 2014 PRSSA Star Chapter Award
- 2012 Outstanding PRSSA Website, PRSSA Dr. Frederick H. Teahan Chapter
- 2012 PRSSA Star Chapter Award
- 2010 Outstanding PRSA/PRSSA Relationship, PRSSA Dr. Frederick H. Teahan
- 2010 *U.S. Census Bureau Valuable Partner Award* for PRSSA Kent Bateman campaign (recognizing student work in a national competition)
- 2009 Outstanding University Service, Dr. Frederick H. Teahan Chapter Award
- 2009 PRSSA Bateman Competition Honorable Mention
- 2006 Outstanding Faculty Adviser, PRSSA Dr. Frederick H. Teahan Chapter
- 2007 Outstanding PRSSA Website, PRSSA Dr. Frederick H. Teahan Chapter
- 2005 Outstanding PRSA/PRSSA Relationship, PRSSA Dr. Frederick H. Teahan Chapter Award

#### **Teaching (State/Regional)**

 2020 PRSA East Central District Diamond Award for YouToo Social Media Conference (recognizing Akron Area PRSA Chapter and Kent State School of Media and Journalism for planning and hosting a virtual social media conference)

- 2014 Davis Young Award recognizing mentoring of students and young professionals, the Greater Cleveland PRSA Chapter
- 2009 PRSA East Central District Diamond Award for flash-mob tactic in a publicservice campaign promoting the need for organ donation (recognizing student work in a professional competition)
- 2008 Donate Life Ohio Do It Now College Competition, Overall Winner in a state-wide competition among Ohio colleges and universities (recognizing student work in a student competition)

#### **Teaching (University)**

- 2017 Adviser Excellence, Kent State Student Leadership and Honors Award for advising efforts with PRSSA Kent
- 2017 Organization Excellence, Kent State Student Leadership and Honors Award for PRSSA Kent
- 2013 Adviser Excellence, Kent State Student Leadership and Honors Award for advising efforts with PRSSA Kent
- 2013 Organization Excellence, Kent State Student Leadership and Honors Award for PRSSA Kent
- 2012 Mothers, Mentors and Muses award, Kent State University
- 2010 Organization Excellence, Kent State Student Leadership and Honors Award for PRSSA Kent
- 2009 Organization Excellence, Kent State Student Leadership and Honors Award for PRSSA Kent
- 2007 Organization Excellence, Kent State Student Leadership and Honors Award for PRSSA Kent
- 2006 Adviser Excellence, Kent State Student Leadership and Honors Award for advising efforts with PRSSA Kent
- 2006 Organization Excellence, Kent State Student Leadership and Honors Award for PRSSA Kent

#### Peer-Reviewed Publications

- Men, R., O'Neil, J., and **Ewing, M.E.** "From the Employee Perspective: Organizations' Administration of Internal Social Media and the Relationship between Social Media Engagement and Relationship Cultivation," *International Journal of Business Communication*. (Vol. 26, Issue 1, August 12, 2020).
- Men, R., O'Neil, J., and Ewing, M.E. "Examining the Effects of Internal Social Media Usage on Employee Engagement," *Public Relations Review*. (Vol. 46, Issue 2, January 2020)
- Ewing, M.E., and Lambert, C.A., "Listening In: Fostering Influencer Relationships to Manage Fake News," *Journal of Public Relations*. (Vol. 12, Issue 4, September 2019)
- Ewing, M.E., Remund, D., and Dargay, L. "Developing a New Generation of Public Relations Leaders: Best practices of public relations undergraduate programs," *Journal of Public Relations Education*. (Vol. 5, Issue 1, Spring 2019)

- Ewing, M.E., O'Neil, J., and Men, R. "Using Social Media to Engage Employees: Insights from internal communication managers," *International Journal of Strategic Communication*. (February 2019)
- Ewing, M.E., Kim, C., Kinsky, E., Moore, S., and Freberg, K. "Teaching Digital and Social Media Analytics: Exploring best practices and future implications for public relations pedagogy," *Journal of Public Relations Education*. (August 2018)
- O'Neil, J., Ewing, M.E., Smith, S., and Williams, S. "A Delphi Study to Identify Standards for Internal Communication," *Public Relations Journal*. (Winter 2018)
- Ewing, M.E., and Remund, D. "Understanding and Addressing the Gaps: Generational perspectives on public relations leadership development in the United States," *Public Relations Inquiry*. (September 2017)
- Ewing, M.E., Engler S., and Modarelli-Frank, H. "Swisspers® Sleep Naked Social Media Campaign: A case study exploring the role of online influencers," Research Journal of the Institute for Public Relations (IPR). Earned first place, IPR Social Media Case Study Competition. (November 2015)
- Drake, J. L., Drake, J. P., and Ewing, M.E. "Online Education: Exploring uses and attitudes toward web-based learning in public relations," *International Journal of Instructional Media*, 37 (4), 343-354. (2010)

# Peer-reviewed Conference Proceedings & Presentations (Included a paper and presentation)

- Men, R., O'Neil, J. and Ewing, M.E. "Communication Strategies to Drive Internal Social Media Usage and Relationship Cultivation with Employees." Public Relations Division, 2019 AEJMC Annual Conference, Toronto, Canada. (August 2019)
- Men, R., O'Neil, J. and Ewing, M.E. "Examining the Effects of Internal Social Media Usage on Employee Engagement: The mediating roles of perceived transparency and organizational identification." 22<sup>nd</sup> International Public Relations Research Conference Proceedings, Orlando, Florida. Earned PRSA Employee Communication Award. (March 2019)

This presentation also was selected to be delivered at the 2019 PRSA International Conference, San Diego, California. Invited by the Institute of Public Relations as part of *The Brightest and Best Academic Research in Public Relations*. (October 2019)

Ewing, M.E., O'Neil, J. and Men, R. "Exploring the Role of Social Media Usage in Creating an Engaged Workplace," 21<sup>st</sup> International Public Relations Research Conference Proceedings, Orlando, Florida. Earned PRSA Employee Communication Award. (March 2018)

This presentation also was selected to be delivered at the 2018 PRSA International Conference, Austin, Texas. Invited by the Institute of Public Relations as part of *The Brightest and Best Academic Research in Public Relations*. (October 2018)

- Lambert, C.A., and **Ewing, M.E**. "The Financial Impact of Fake News: A case study analysis of man-made crises," 21<sup>st</sup> International Public Relations Research Conference Proceedings, Orlando, Florida. (March 2018)
- O'Neil, J., Ewing, M.E., Smith, S., and Williams, S., "A Delphi Study to Identify Standards for Internal Communication," 20th International Public Relations Research Conference Proceedings, Orlando, Florida. Earned Institute of Public Relations Top Two Paper Award. (March 2017)
- Ewing, M.E. "An Analysis of Undergraduate Public Relations Education and the Prioritization of Skills and Industry Knowledge for New Hires in an Integrated Communications World," 17th International Public Relations Research Conference Proceedings, Miami, Florida. (March 2014)
- Ewing, M.E. "Teaching Online Public Relations using a Hybrid Delivery Model," Educators Academy Research Conference Proceedings, PRSA International Conference, Detroit, Michigan. (October 25, 2008)
- Ewing, M.E. "Exploring the Value and Growth of Social Media in Public Relations," *PRSA Counselors Academy Spring Conference Online Proceedings*," Los Cabos, Mexico. (June 11, 2007)

#### Book Chapters/ Case Study

- O'Neil, J., Ewing, M.E, Smith, S., Williams, S. "Measuring and Evaluating Internal Communication." (accepted for publication in 2021 for a book, *Current Trends and Issues in Internal Communication - Theory and Practice*, Palgrave Macmillan)
- Lambert, C.A., and **Ewing, M.E**., "Truth-telling Trumps Fake News: A thematic analysis of corporate communicators." (accepted for publication in 2019 by the Arthur W. Page Center Legacy Scholars for a book, *Understanding Fake News*)
- Ewing, M.E. "A Strategic View: Donate Life Ohio Campaign: Save a Life. Be a Donor," focuses on award-winning Donate Life campaign. *Cases in Public Relations Strategy*, Sage Publications (August 2018)

## Professional & Taction Publications & Creative • Ewing,

& Creative Scholarship (\*Some work includes academic research tailored to PR practitioner audience)

- Ewing, M.E. "Doing the right thing during in times of Crisis." *PRSA Strategies & Tactics* (September 2020).
- **Ewing, M.E.** "Practicing ethical public relations every day." *PRSA Strategies and Tactics*. (September 2019)
- **Ewing, M.E.**, and Lambert, C.A., as Arthur W. Page Center Legacy Scholars, "Protecting the corporate reputation in a fake news world: A white paper examining how to minimize and manage a fake news crisis." (May 2019)\*
- Ewing, M.E., and Lambert, C.A., as Arthur W. Page Center Legacy Scholars, "How corporations can survive a fake news crisis." *The Arthur W. Page Center blog*. (May 2019)\*

- **Ewing, M.E.** "Advocacy in Action: How Social Media Inspires Collaboration Among Employees," *PRSA Strategies and Tactics*. (March 2019)\*
- Smith, S., and Ewing, M.E. "Industry Standards for Measuring Internal Communication Now Established: Applying standards to help link communication to business results," *The Next Level Global Report: The Business Value of Good Internal Communication*, IC Kollectif. (September 2018)\*
- **Ewing, M.E.**, O'Neil, J., and Men, R. "Using Social Media to Enhance Employee Communication and Engagement," as Arthur W. Page Center Legacy Scholar, *The Arthur W. Page Center blog*. (August 2018)\*
- Ewing, M.E. "What Does Employee Engagement Really Mean? Introducing 22 standards to shape and measure internal communication," *PRSA Strategies and Tactics*. (April 2018)\*
- Ewing, M.E., and Lambert, C.A. "Research in Progress: Successfully safeguarding the company reputation," Arthur W. Page Center Legacy Scholars, *The Arthur W. Page Center blog*. (May 2018)
- **Ewing, M.E.** "Teaching Spotlight: Infusing leadership and inclusiveness into courses," *AEJMC PR Update*. (June 2017)
- Ewing, M.E. "Teaching Digital Analytics Twitter Chat," *PRSA Educator Academy*. (Spring 2016)
- Remund, D., and **Ewing, M.E.** "Onward and Upward: 5 Proven Ways to Grow as a PR leader," *PR Tactics*. (May 2016)\*
- Ewing, M.E. "Exploring the Role of Online Influencers," *Institute for Public Relations*. (May 2015)\*
- Remund, D., and Ewing, M.E. "The Future of our Profession: Developing the next generation of leaders," PR Tactics. (May 2015)\*
- **Ewing, M.E.** "Social Media Measurement: Pre-Conference shared valuable insights for classroom and PR practice," *AEJMC PR Update*. (October 2015)
- Ewing, M.E. "Join PRSA Educators at Super Saturday," *AEJMC PR Update*. (October 2015)
- Ewing, M.E. "Recognizing the Value of the APR Credential as an Educator," PRSA Educator Academy. (Spring 2014)
- Ewing, M.E. "Five tips for creating a successful internship program for your hotel or government agency," Softscribe, Inc. (June 2011)
- Ewing, M.E. "Five ways hotels can build relationships with travelers via mobile phones," Softscribe, Inc. (October 2010)

- **Ewing, M.E.** "Leveraging the Web to Enhance your Employee Communications Program," *Public Relations Tactics*. (March 2007)
- Ewing, M.E. "Study Shares Insight about Best Practices and Hot Issues in Internal Communication," Public Relations Society of America Employee Communications Section. (March 2006)
- **Ewing, M.E.** "Creating a Successful Internship Experience," *Akron Area Chapter of the Public Relations Society of America*. (June 2006)
- **Ewing, M.E.** "Russia's 'Father of Public Relations' Shares Insight and Inspiration with U.S. College Students," *Public Relations Tactics*. (October 2005)
- **Ewing, M.E.** "An Engaged Workforce: Selling the value and incorporating best practices of employee communications," *Public Relations Tactics*. (March 2005)
- **Ewing, M.E.** "You're Hired: PR Students gain real-world experience in the classroom," *Jargon*. (Fall 2004)
- **Ewing, M.E.** "Creating a Flexible Workplace Can Lead to Greater Employee Retention, Profits," *Ohio Matters*. (January/February 2003)
- Ewing, M.E. "Flexible Benefits Can Boost to Bottom Line," *Crain's Cleveland Business*. (October 14-20, 2002)
- **Ewing, M.E.** "Creating a Flexible Workplace Where Employees Want to Stay and are More Productive," *pr reporter/tips & tactics*. (July 1, 2002)

#### Peer-Reviewed Presentations

(\*Some work includes academic research tailored to PR practitioner audience)

- O'Neil, J., Ewing, M.E. Listening, Measuring and Evaluating to Identify Intangible Contributions of Internal Communication. PRSA International Conference invited by the Institute of Public Relations as part of The Brightest and Best Academic Research in Public Relations, Virtual delivery (October 2020)
- Lambert, C.A., Ewing, M.E., Hassan, T. "Watchful Waiting:" How public relations practitioners prepare for a fake news crisis." 23rd International Public Relations Research Conference, Orlando, Florida. (March 2020)
- O'Neil, J., Ewing, M.E. "Listening, Measuring and Evaluating to Identify Intangible Contributions of Internal Communication." 23<sup>rd</sup> International Public Relations Research Conference, Orlando, Florida. (March 2020)
- Ewing, M.E., Lambert, C.A., Paynter P. "From misinformation to disinformation: Minimizing and managing fake news crises." 2019 PRSA International Conference, San Diego, California. (October 2019)
- **Ewing, M.,** and Lambert, C.A. "Listening In: Fostering online relationships to prevent and manage fake news crises." 22<sup>nd</sup> International Public Relations Research Conference, Orlando, Florida. (March 2019)

- Ewing, M.E., O'Neil, J. and B. Barkley. "Using Social Media to Inspire Collaboration and Advocacy among Employees." 2018 PRSA International Conference, Austin, Texas. (October 2018)\*
- Williams, S. and Ewing, M.E. "Identifying standards for internal communication measurement," International Association of Business Communicators Heritage Region Conference, Pittsburgh, Pennsylvania. (November 2017)\*
- Ewing, M.E., Moore, S., Kim, C., and Stansberry, K. "Digital Analytics & Public Relations: Teaching and Practicing Digital Analytics Now and in the Future," Boston, Massachusetts. (October 2017)
- O'Neil, J., Ewing, M.E., Smith, S., and Williams, S. "Preliminary Standards for Internal Communication Measurement." PRSA 2016 International Conference, Indianapolis, Indiana. (October 2016)\*
- Bruhn, K., Ewing, M.E., Rogers, C., and Emmons, B. "Bateman Best Practices: Using the Competition to Enhance Your Students' Learning," PRSA 2016 Educators Academy Super Saturday, Indianapolis, Indiana. (October 2016)
- Ewing, M.E., O'Neil, J., Smith, S., and Williams, S. "Emerging Standards for Measuring Internal Communications." 19th International Public Relations Research Conference, Miami, Florida. (March 2016)
- Ewing, M.E., Remund, D., and Tate, P. "Leadership Gaps: Developing the next generation of PR leaders," PRSA 2015 International Conference, Atlanta, Georgia. (November 2015)\*
- Ewing, M.E., Smith, S., and Williams, S. "Task Force Findings: Emerging standards for measuring internal communication," PRSA 2015 International Conference, Atlanta, Georgia. (November 2015)\*
- McKeever, B., Remund, D., Ewing, M.E., and Sisk, L. "Learning by Traveling: How to design public relations courses with a travel component," PRSA 2015 Educators Academy Super Saturday, Atlanta, Georgia. (November 2015)
- Ewing, M.E. "Social Media and Internal Communication: Does the use of social media contribute to the creation of an engaged workplace?" 18<sup>th</sup> International Public Relations Research Conference, Miami, Florida. (March 2015)
- Remund, D., and Ewing, M.E. "Developing the Public Relations Leaders of Tomorrow: An exploratory study of evolving needs and emerging models," 18<sup>th</sup> International Public Relations Research Conference, Miami, Florida. (March 2015)\*
- Bruhn, K., and Remund, D., and Ewing, M.E. "Assessing the Real Value of Service-Learning in Public Relations Education," PRSA Educators Academy, Philadelphia, Pennsylvania. (October 2013)

- Ewing, M.E. "Blogs, Tweets and Streaming, Oh My: Technological State of Internship Assessments," AEJMC Conference, St. Louis, Missouri. (2011)
- Ewing, M.E. "Teaching online public relations using a hybrid delivery model," Educators Academy, PRSA International Conference in Detroit, Michigan. (October 2008)
- Ewing, M.E., and Sledzik, W. "Blogging, Podcasting and Distance Learning: Faculty and students demonstrate public relations pedagogy for the iPod generation," 71st Annual Ohio Communications Association Conference, Boardman, Ohio. (October 2007)

#### Lambert, CA., Ewing, M.E. "Think Before You Link: How to Recognize and Neutralize Fake News." Teach-In hosted by College of Communication and Information, Kent State University. (October 2020)

## ■ Lambert, C.A., Paynter P. "From Misinformation to Disinformation: Minimizing and managing fake news crises." Cleveland PRSA. (February 2020)\*

## Austin, L., Bravo, V., **Ewing, M.E.,** Kim, C. Ragas, M. "Making the Most of a #PRProfs Sabbatical." AEJMC Public Relations Division. (January 2020)

- Ewing, M.E., Lambert, C.A., and Zent, A. "Minimizing and Managing Fake News Crises." 12<sup>th</sup> Annual YouToo Social Media Conference, Akron Area PRSA and PRSSA Kent, Kent State University. (April 2019)\*
- Ewing, M.E., and Lambert, C.A. "Public Relations and Fake News: Safeguarding the company reputation." Open World Program/visiting Serbian journalists, Global Ties Akron, Kent State University. (December 2018)\*
- Pearson, B., Smith, S., Ewing, M.E., and Tate, P. "How Data and Analytics are Changing Public Relations." PRSA College of Fellows, PRSA International Conference, Austin, Texas. (October 2018)
- Ewing, M.E. "Best Practice for PRSSA Bateman Competition." 2018 PRSSA National Conference, Faculty Adviser Session, Austin, Texas. (October 2018)
- Lambert, C.A., and Ewing, M.E. "Public Relations and Fake News: Safeguarding the company reputation." CCI Research Colloquium, College of Communication and Information, Kent State University. (October 2018)\*
- Ewing, M.E. "Identifying Standards for Internal Communication Measurement."
   Florida Public Relations Association Annual Conference, Jacksonville, Florida.
   (August 2018)\*
- Ewing, M.E. "Promoting Inclusiveness and Sharing the World of Public Relations with Diverse Audiences," 21st Public Relations Student Society of America National Conference, Faculty Adviser Session, Boston, Massachusetts. (October 2017)

### Invited Presentations

\*(Some work includes academic research tailored to PR practitioner audience)

- Ewing, M.E., and Withers, C. "Fake News and PR: What to Do When your Client is the Target," Poynter KSU Media Ethics Workshop: Fake or Fact?, Kent State University. (September 2017)
- Ewing, M.E., Oliver, T., and Young, D. "Legends and Leaders," Public Relations Society of America, Greater Cleveland Chapter. (May 2017)
- Ewing, M.E. "Audit of Leadership Development and Inclusiveness within U.S. Public Relations Undergraduate Programs," Board of Advisors Meeting, The Plank Center for Leadership in Public Relations. (July 2016)\*
- Ewing, M.E. "Social Media Measurement: Essentials for the Classroom and Profession: Online strategies, dashboards & ethical considerations, "PR Division, AEJMC Pre-Conference, San Francisco, California (August 2015)
- Deveney, J., Ewing, M.E., and Remund, D. "10 Future Trends Corporate Communicators Need to Know NOW: Lead your corporation into the next era of effective internal and external communications," PRSA Corporate Communications Section national webinar. (October 2015)
- "Social Media Planning, Trends and Measurement," moderator and tour coordinator, Edelman Co-Global Headquarters, AEJMC Conference, Chicago, Illinois. (August 2012)
- Ewing, M.E. and other Teaching Scholars. "Decoding the Disciplines: Putting scholarly teaching in action," 10<sup>th</sup> Anniversary of the Teaching Scholars Program, Kent State University. (February 18, 2011)
- Ory, J., and Ewing, M.E. "Targeting your Audience to Launch a Public Relations Career." Public Relations Student Society of America National Conference, Washington D.C. (October 2010)
- Ewing, M.E. "Do It Now A collaborative collegiate campaign," Learning Opportunity Series Conference Call sponsored by the Workplace Partnership, U.S. Department of Health and Human Services. (June 25, 2008)
- Baskovic, D., Ewing, M.E., and Sledzik, W. "Social Media Strategies and Best Practices," YouToo Social Media Boot Camp & Leadership Summit, Akron PRSA Professional Development Program and Kent State University Franklin Hall Grand Opening. (March 7, 2008)
- Ewing, M.E., Armour, L. and D. Smeltzer. "Podcasting," YouToo Social Media Boot Camp & Leadership Summit, Akron PRSA Professional Development Program and Kent State University. (March 7, 2008)
- Sledzik, W., and Ewing, M.E. "Social Media BEST-IN-CLASS. Public Relations Society of America, Greater Cleveland Chapter. (February 22, 2008)
- Ewing, M.E., and Postman, J. "The Digital Conversation: Training staff and clients to use online media and resources," PRSA Counselors Academy, Los Cabos, Mexico. (June 2007)

- Ewing, M.E. and other Teaching Scholars. Student Engagement: Exploring diverse perspectives within and beyond the classroom," 14<sup>th</sup> Annual Conference Celebrating College Teaching, Kent State University, The Teaching Scholars Faculty Learning Community. (Fall 2007)
- Ewing, M.E. and other Teaching Scholars. "A Speed Date with Student Engagement II: Engaging students with technology," 4<sup>th</sup> Annual FPDC Learning Institute and 5<sup>th</sup> Annual KASADA Conference, Kent State Stark Campus, The Teaching Scholars Faculty Learning Community. (May 14, 2007)
- Ewing, M.E. and other Teaching Scholars. "A Seven-Minute Date with Student Engagement," Lily West Conference on College and University Teaching, Pomona, California, The Teaching Scholars Faculty Learning Community. (Fall 2006)
- Ewing, M.E. "Using Podcasts, Blogs and other Interactive Technologies for Traditional and Online Instruction," Kent State University Teaching Council, poster session. (Fall 2006)
- Ewing, M.E. "Understanding and implementing the latest best practices in internal communication," Akron Area Chapter of the Public Relations Society of America. (March 2006)
- Ewing, M.E., and Marchand, J. "Internal Communication Boot Camp: Understanding and implementing the latest best practices in internal communications to engage employees," PRSA teleseminar (November 2005)
- **Ewing, M.E.** "Thoroughly Modern Assessment: An overview of creative approaches to evaluating student interns," AEJMC 87<sup>th</sup> Annual Conference, Toronto, Canada. (August 2004)

#### National Student Presentations (served as adviser)

- "Becoming Part of your University Community," adviser to Kent State University PRSSA presenters, Public Relations Student Society of America National Conference, Atlanta, Georgia. (November 2015)
- "Alumni Matchmaker," adviser to Kent State University PRSSA presenters, Public Relations Student Society of America National Conference, Washington D.C. (October 2014)
- "Cashing in on Communications: Reaching your Fundraising Goal," adviser to Kent State University PRSSA presenters, Public Relations Student Society of America National Conference, Orlando, Florida. (October 2011)
- "Bonding with the Pros: Building a Relationship with PRSA," adviser to Kent State University PRSSA presenters, Public Relations Student Society of America National Conference, Washington D.C. (October 15, 2010)

 As an Arthur W. Page Center Legacy Scholar, shared insights about a research study focused on fake news crises for a video produced by the Arthur W. Page Center for Integrity in Public Communication. (February 2019)

#### **Expert Source**

- Expert source regarding op-ed and ghost writing and ethical issues, *Undark*, a magazine that covers science, society and media. (September 2017)
- Expert source for internal communication measurement standards, Katie Paine Measurement blog. (May 2017)
- Expert source referencing research focused on using social media to create an engaged workplace, "Study: How to Manage Millennials," by Katie Paine, Ragan.com. (May 2015)
- Expert source for an article about transitioning from an agency PR career to a teaching career, *Public Relations Tactics*. (August 2012)
- Expert source for articles about engaging public relations students in statewide Donate Life Ohio Do It Now organ and tissue donation campaign (*Record-Courier*, December 2007 and April 2008; various websites, including *Cleveland.com*, *Columbus BusinessFirst* and Forbes.com.)
- Expert source for best practices in crisis communications regarding the tragedy at Virginia Tech, "Campus must deal with stigma of bloodshed," *Akron Beacon Journal*. (April 2007)
- Expert source for a story about trends in employee communication, Journal of Employee Communication Management. (September 2006)
- From the Inside Out: Engaging employees through strategic communication, Mark Dollins and Jonathan Stemmle, Routledge/Taylor & Francis Group. (April 2019)

#### Unpublished Reviews

- Public Relations in the Digital Age, Tom Kelleher, Oxford University Press. (October 2014)
- Introduction to Public Relations: A Global Perspective, Krishnamurthy Sriramesh, Ana Tkalac Verčič, and Dejan Verčič, Oxford University Press. (August 2013)
- An Introduction to Public Relations, Dana Gray, Maryann Lamer, Flat World Knowledge. (January 2012)
- Strategic Public Relations: An audience-focused practice, Barbara Diggs-Brown, Cengage Learning. (2012)

#### Consultant to KeyBank and Marcus Thomas LLC (May-July 2019)

 Conducted research and developed a strategic plan to increase employee participation and engagement in KeyBank's internal social media program.

#### Consultant to MetroHealth, Cleveland (July 2016)

#### Professional Scholarship

 Served on the crisis communication team to prepare for the 2016 National Republican Convention; facilitated practice runs of crisis scenarios with the MetroHealth communication staff and hospital managers.

#### Consultant to Marcus Thomas LLC, Cleveland (August 2003-2010)

 Provided counsel relating to strategic planning and public relations initiatives; researched and wrote stories/press materials about various topics; conducted communications with national and international editors/reporters; completed more than 60 consultant projects.

#### Consultant to SoftScribe, Atlanta (Fall 2005-Fall 2006; Summer 2010)

- Provided counsel relating to marketing technology products in the healthcare industry
- Conducted interviews among hospital executives and drafted copy to promote the agency's services in the healthcare industry

#### Consultant to University Communications & Marketing, Kent State (2006-2008)

 Volunteered services to conduct media training session among UCM staff and provided counsel to develop a media training program for KSU spokespersons; provided counsel regarding crisis communication strategies

#### **Teaching**

- PR Campaigns, JMC 48091 (capstone course)
  - Raised \$122,000 through client sponsorships to support the class projects, PRSSA programming and annual PRSSA scholarship
  - Partnered with 30+ organizations to create experiential learning opportunities focused on real-world public relations challenges; some past clients include Akron Children's Hospital, Cleveland Clinic, Eaton Corp., FedEx Custom Critical, FirstEnergy, GE Lighting, Goodyear Tire & Rubber Co., IdeaStream, and Kent State Student Multicultural Center
  - Recruited alumni to advise the Campaigns teams and PR professionals to judge and assess students' capstone projects
- Media Relations & Publicity, JMC 48001
  - Expanded curriculum to include a media relations plan and the use of online media relations tools and resources
- Public Relations Tactics, JMC 48002/58002
  - Created personal branding module; incorporated social media to support face-to-face tactics and networking; collaborated with campus and Northeast Ohio organizations and to offer experiential learning
- Principles of Public Relations, JMC 28001
  - Produced multimedia learning tools and created modules to deliver online content; developed class exercises to facilitate collaboration among 75 to

#### 150 students each semester

- Crisis Communication in Public Relations, JMC 68095 (Online)
  - Taught students how to research and monitor risk factors and trends, develop a crisis communication plan and be prepared to play a key role on their organizations' crisis-management team.
- Nonprofit Public Relations, JMC 60195 (Online)
  - Helped students learn how the public relations management function can provide direct and indirect value within nonprofit organizations.
- Public Relations History and the Modern World, JMC 68009 (Online)
  - Helped students gain an understanding of PR history and historical context and learn to apply course materials to current and future practice.
- Public Relations Management, JMC 68001(Online)
  - Taught students how to develop a strategic-communication plan to achieve organizational goals through analysis and application of theoretical concepts.
- Public Relations Online Tactics, JMC 58003 (Online)
  - Taught students how to implement online strategies and tactics, such as websites, blogs, videos, social networks, and mobile applications and the value of integrating these tools into a coherent public relations strategy.
- Social Media in Public Relations, JMC 68004 (Online)
  - Facilitated discussions focused on five books and other required readings. Helped students to increase their understanding of social media within the context of society, business and public relations.
- Strategic Writing/Message PR, JMC 68005 (Online)
  - Guided students to become effective strategic storytellers. Students produced a plan using storytelling to engage stakeholders for a client.

## Course Development

- Special Topics Course, CCI 40095/JMC 40295, Global Advertising & PR 2012, 2013, 2015
  - Collaborated with Dr. Danielle Coombs on new course designed to give CCI students a global understanding of strategic communication practices.
  - Co-taught class for 15 weeks and 16 days in Dublin and London in 2015; 13 weeks in the classroom and 17 days in London in 2012; co-taught the class for 15 weeks in the classroom and 15 days in London in 2013.
  - Directed 27 comparative research studies focused on practice areas, campaigns, media and other aspects of strategic communications.
  - Assisted with design and content development for course site.
  - Assisted with coordinating tours, presentations and networking opportunities at Edelman, Ketchum, Mother, We Are Social, Goodyear, Cadbury, Parliament and other companies in England and Ireland.

- JMC 48003/58003 Digital Public Relations
  - Developed and launched the first Kent State University public relations course focused on Web and social media tactics in fall 2006 via traditional and online instruction.
  - Interviewed public relations professionals nationwide and conducted secondary research to develop curriculum, secure speakers, identify resources and produce multimedia learning modules.
  - Produced a comprehensive course website featuring podcasts, vodcasts, blog links and other interactive components to facilitate online instruction.
- Independent Study, Donate Life Ohio Do It Now College Competition
  - Directed a team of junior public relations students to conduct research, develop and execute a campaign aimed at increasing the number of organ and tissue donors in the Ohio Organ Donor Registry.
  - The Kent State team added more the 12,500 new organ and tissue donors to the Ohio Donor Registry.
  - The Kent State team, competing against 12 Ohio colleges and universities, won the competition and \$5,000 for the PRSSA Kent State Chapter.
- Special Topics Course, 2009, 2010 and 2011 Bateman Case Study Competitions
  - Directed teams of public relations students to participate in a national public relations campaigns competition.
  - 2009 team implemented a plan to encourage Portage County middleschool students and parents to learn about early college and career preparation. Placed among the top 18 teams out of 77 entries from PRSSA chapters nationwide; awarded Honorable Mention.
  - 2010 team implemented a plan to motivate the Kent State University and City of Kent communities to participate in the 2010 U.S. Census. Honored Kent State University with a U.S. Census Valuable Partner Award for the students' Count Kent in a Flash campaign.
  - 2011 team implemented a plan to educate school administrators, students, parents and community opinion leaders about playing a role in reducing childhood obesity in Portage County.

#### Guest Lectures

- Routinely serve as guest speaker/lecturer in the following courses:
  - JMC 20003 Introduction to Mass Communication/Media Power & Culture
  - JMC 28001 Principles of Public Relations (Kent and Stark)
  - JMC 26007 Reporting
  - JMC 60000 Introduction to Graduate Studies

#### Graduate Advising

#### **Master's Project and Thesis Directorships**

- Jackson, Kenneth. Recommendations for MLS Diversity Communication:
   Moving Past Underlying Stereotypes in Live Sports Commentary (Spring 2018)
- Godfrey, Alyssa. Internal Communication Audit of an Architecture Firm (Spring 2017)

- Christopher, Andrew. Scoring a Touchdown in the Community: A Community Relations Plan for the Cleveland Gladiators (Spring 2015)
- Dziak, Christina. Textual Analysis of the Northeast Ohio Chapter of the Crohn's and Colitis Foundation of America Team Challenge (Co-directed, Spring 2015)
- Williams, Sean. "Beyond Klout: An exploration of online influence." (Thesis Codirection, Spring 2015)
- Gilliam, Autumn. A Strategic Approach to Recruitment to Journalism and Mass Communication through the Power of Voices Program (Spring 2014)
- Best, Christina. Marketing Communications Practices at Long-Term Care Facilities: Present Trends and Future Prospects (Summer 2013)
- Mercer, Karen. Weight Bias: Shaking Off the Stigma (Spring 2013)
- Sledzik, Christopher. Corporate Perceptions in a Digital Space: Branding Goodyear Engineered Products in the Automotive Aftermarket Online (Thesis, Spring 2012)
- Zagbour, Josephine. Plan to raise money for the "Love on a Leash" program of Robinson Memorial Hospital (Spring 2010)
- Balogun, Foluke. Measuring Perceptions of the Relationship between Faculty Members and Kent State University From a Public Relations Perspective (Thesis, Summer 2009)
- Kuntzman, Lindsay. It's a Code Red! Call 911! Development of a Crisis Communication Plan for Imaginatives, Ltd. (Spring 2009)

#### **Master's Thesis and Project Committees**

- Cardosi, Caitrin (Thesis, Spring 2014)
- Coduto, Kathryn (Thesis, Fall 2013)
- Dudley, Anne (Spring 2012)
- Kang, Le Color (Spring 2012)
- Hammond, Jodee (Spring 2011)
- Sands, Michelle (Spring 2010)
- Andrews, Laura (Thesis, Spring 2007)
- Juba, Scott (Spring 2007)

#### **Master's Comp Exams**

- Roberts, Timothy (Summer 2010)
- Ihrig, Michael (Fall 2008)

#### Faculty Adviser

- The Kent State Chapter of the Public Relations Student Society of America (PRSSA Kent) (2003-present)
  - Advise the student leaders for this pre-professional student group comprised of 40+ members.
  - Assist student leaders to recruit speakers and plan professional development meetings to host award-winning programming.

- Advise students to work with Franklin Advertising to host an annual networking event that typically attracts 20 communication professionals and more than 50 students majoring in advertising, public relations, communication, business and other disciplines.
- Directed students to plan a 50<sup>th</sup> PRSSA Kent Anniversary celebration, attracting more than 100 students, faculty, staff and alumni in Fall 2018.
- Guided students with raising more than \$100,000 during the past 15 years to support attendance at regional and national conferences, host programming, and fund an annual scholarship.
- PRSSA Kent and its student leaders have earned nearly 40 national awards since 2005 and the University Organization Excellence Award five times.

## Professional Experience

#### Marcus Thomas LLC, Cleveland, Ohio (Sept. 1991-Aug. 2003)

Vice President, Public Relations Division (July 2000-Aug. 2003) Director of Public Relations (Jan. 1998-July 2000) Account Supervisor (May 1994-Jan. 1998) Senior Account Executive (May 1993-May 1994) Account Executive (Sept. 1991-May 1993)

- Assisted with management of the public relations division of this full-service agency, with a focus on strategic planning, research and measurement. Directed fiscal management, client relations and staff development for the 12-member PR division. From 1998-2002, the division's revenue growth ranged from 5% to 30% annually.
- Served as a member of the agency's management committee, providing input and direction on operational and human-resource issues; participated on new-business team and assisted with winning numerous accounts.
- Specialized in crisis, issues-oriented and internal communication. Some work included programs to communicate mergers, downsizings, labor disputes and other sensitive issues. Example: Spearheaded communication programs for health system's merger between two sister hospitals, the purchase of a competitive hospital, and the closing and relocation of one hospital.
- Led teams to implement integrated communication programs to build awareness and reputation. Example: Directed a program to increase awareness for regional health plan among Ohio consumers and employers.
- Account experience: ALLTEL Communications, Belmont Pines Hospital, First Western Bank, Homer Laughlin China Company, HomeTown Health Network, Humility of Mary Health Partners, Johnsonite, Ohio Health Choice, Robinson Memorial Hospital, Sky Financial Group, Swagelok Company, United Psychiatric Group, WCI Steel and Youngstown State University.

#### Youngstown Osteopathic Hospital, Youngstown, Ohio (June 1989-Sept. 1991) Director, Public Relations

 Directed and managed public relations department. Reported directly to chief executive officer, developed and implemented internal and external communications to build support for the organization's mission brand and osteopathic medicine.  Implemented an annual community outreach program providing health screenings to nearly 1,000 people during a two-day event.

#### Saint Thomas Medical Center, Akron, Ohio (Dec. 1985-June 1989)

Audio-Visual Supervisor

- Managed audio-visual staff and services, including educational, medical, and promotional photography, video, broadcasts, presentations and other media services.
- Served as writer for public relations department and publicity chair for the hospital's employee special events committee.

## Professional Development

#### **Kent State University, Professional Leave (Spring 2019)**

- Completed an immersion experience at a Cleveland communications agency to learn about digital communication and data analytics.
- Visited agencies, nonprofit organizations and corporations to interview staff, obtain work samples and discuss experiential learning opportunities.
- Conducted research projects focused on internal social media and employee engagement and fake news crises; delivered two presentations at International Public Relations Research Conference; submitted two papers to peer-reviewed journals, a professional article, and a paper to AEJMC conference.

#### **CCI Dean's Administrative Fellowship (Fall 2013)**

- Gained in-depth insight about higher-education administration, issues and trends through meetings with academic and administrative executives, college and university committees and governing bodies.
- Conducted interviews with CCI managers responsible for academic advising, budgeting, development, recruitment and retention, and marketing.
- Completed an analysis of the Advertising and Public Relations sequences and appropriate paths for collaboration and integration. In-depth interviews were conducted with 20 communications professionals and thought leaders, to gain insight about desired skills and knowledge for entry-level communications employees, as well as an analysis of feedback from Kent State advertising and public relations student interns and intern employers.

#### **Kent State University, Professional Leave (Fall 2010)**

- Researched best practices focused on internship and job-search processes among leading public relations programs.
- Developed internship database to streamline process for employers and JMC students.
- Conducted interviews with 12 graduates (2005-2010); produced 15 internship and career prep videos; conducted interviews with 2010 summer interns to gain insight about how to improve internship experience.

## Kent State University, Teaching Scholars for the Early Career Faculty Learning Community (2006-2007)

 Examined a variety of perspectives and methods of student engagement; attended two teaching conferences; presented at one national and two Kent State conferences.

#### **Service** Service to the School

- Sequence coordinator, Public Relations, Kent State (August 2013-present).
- Assisted with establishing and growing the William Sledzik public relations scholarship (2018-present; as of May 2019, \$6,107 raised).
- Co-leader for Self-Study Report and site visit for the PRSA Certification in Public Relations Education (CEPR) of the undergraduate public relations program (Spring 2016).
- Speaker at Ohio Scholastic Media Association (Spring 2006-present).
- Member, MDJ Curriculum Committee (Fall 2003-present).
- Chair, MDJ Recruitment and Outreach Committee (Fall 2020-present).
- Member, MDJ Alumni & Awards Committee (Fall 2020-present).
- Member, ACEJMC Accreditation Committee for MDJ (Fall 2020-present).
- Public Relations internship coordinator (Summer 2007; Fall 2008-Fall 2015).
- Member, JMC Director Search Committee (Spring 2012).
- Member, JMC Assessment Team (Fall 2011) Member, JMC Academic Complaint Committee (2009-2010).
- Project coordinator for Self-Study Report and site visit to obtain renewal of the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC) accreditation (2008).
- Member, JMC Public Relations Search Committee (Spring 2008).
- Member, Multimedia Curriculum Committee (Spring-Summer 2007).
- Member, JMC Electronic Media Search Committee (Spring 2005).
- Member, JMC Public Relations Search Committee (Fall 2005-Spring 2006).
- Member, JMC Scholarship Committee (Fall 2003-Spring 2005).
- Member of the Kent State Public Relations Advisory Council (1994-2003).

#### **Service to the University**

- Member, University Commencement Committee (2007-present).
- Member, Provost's Advisory Council (Fall 2011-Spring 2013).
- Member, Integration Curriculum Committee, College of Communication and Information (Spring, Fall 2011).
- Member, First Year Curriculum Committee, College of Communication and Information (Spring 2010).
- Member, University Priorities and Budget Advisory Committee (2006-2008).
- Macebearer, 2005 Spring Commencement; Faculty Marshal, 2006 Spring Commencement and marched in numerous Commencements.

#### Service to the Academy and Industry

#### Journal of Public Relations Education

• Ad hoc reviewer (2018-2019).

#### **Public Relations Society of America**

- Nominated and selected as member of Board of Ethics & Professional Standards (BEPS) (January 2019-present).
  - Planning activities for Ethics Month in September 2019 including webinars, Twitter chats and articles and posts for professional venues.
- Educators Academy, Executive Committee (2014-2018); Member (2008-present).
  - Served as Membership Outreach Co-chair in 2017, Director at Large in 2016 Fundraising Chair in 2015.

- Served as a member of nominating committee for the 2017 Educators Academy.
- Served as a reviewer for teaching and research submissions for the 2016, 2017, 2018 Educators Academy Super Saturday conference.
- Led efforts to raise \$5,000 to support 2015 Educators Academy Super Saturday conference.
- Drafted stories promoting programming and PR pedagogy best practices for the Educators Academy's newsletter.
- Participated in focus group focused on PR undergraduate education.
- Educational Affairs Committee (2017)-present)
  - Served as Certification in Education for Public Relations site team member; examined curriculum, resources, facilities and university support for the undergraduate public relations program at University of Wisconsin Oshkosh and Drake University.
- National Bronze Anvil Competition Judge (April 2019)
- Member, Akron-Area Chapter and Greater Cleveland Chapter (1995-present)
  - Serve on committee for Akron PRSA and Kent PRSSA YouToo Social Media Conference (2010-present).
  - Served as an officer, APR Readiness Review Panelist, keynote speaker
- Member, PRSA Counselors Academy (1995-2012)
  - Served on the Web committee.
  - PRSA Counselors Academy Spring Conference, 1995, 1997-2002, 2007
  - Served as chair for various activities and speaker on strategic planning, motivational research, creating a flexible work environment, online public relations and social media.

#### Association for Education in Journalism and Mass Communication

- AEJMC PR Division Executive Leadership (2012-2018)
  - Served as Outreach Co-Chair and assisted with member communication and reviewer for conference papers and presentations.
  - Served as reviewer for 2017 GIFT competition.
  - Served as a reviewer for AEJMC PRD paper competition (2014-2019)
  - Served on the 50th Anniversary Committee, Public Relations Division, 2015.
  - Co-chaired Professional Responsibility & Freedom Committee (2011-2014).
  - Co-chaired AEJMC/PRSA Liaison Committee (2014-2018).
  - Member (2005-2007; 2011-present).
- Teaching Digital Analytics Twitter Chat (April 2016)
  - Planned and co-hosted national Twitter chat on behalf of AEJMC Public Relations Division and PRSA Educators Academy.
  - Results: About 60 participants, including international educators and professionals; potential reach of nearly 200,000.