



Public Relations  
*Benefiting Your Unit, District and Scouting*

*June 2006*



## What Is Public Relations?

- Public relations involves all forms of communication — written, verbal and non-verbal
  - It includes writing news releases and distributing promotional flyers
  - Equally important are actions that are often taken for granted
    - Placing a Scouting bumper sticker on your car
    - Having your unit march in a parade
    - Participating in flag raising ceremonies
    - Etc.



## Benefits of Public Relations

- Scouting articles and photos printed in your local community newspaper can carry a strong, positive message about the presence and vitality of the Boy Scouts of America in your community.
- Your community newspaper is looking for items with local relevance. News releases on a council-wide basis are generally considered too broad for publication by your community newspaper. Therefore, your pack, troop, team, or post is the only source of local Scouting information your community newspaper has.



## Benefits of Public Relations (Cont.)

- Good public relations — informing the community that your unit performed a service project for the community, had someone achieve the rank of Eagle Scout or regularly donates time and effort to some other community activity — will help foster community support.
- Public relations can also support your unit or district's membership efforts.
  - People want to belong and have their children be a part of a successful and reliable organization.
  - By actively promoting your unit or district and its worthwhile activities, you'll be projecting a positive image in the community and showing that Scouting is worth joining.



## What Is A Public Relations Chairperson?

- Your District or Unit Should Seek a Volunteer to Serve as the *Public Relations Chairperson*
- The Job of a *Public Relations Chairperson*
  - Communicate information about your unit or district to the community.
  - Keep the unit or district aware of PR efforts and results.



## What Is A Public Relations Chairperson? (Cont.)

- So how does the Public Relations Chairperson accomplish their work?
  - Set Goals—Review your unit or district’s previous efforts. Evaluate what worked, what didn’t and why.
  - Plan Ahead—Planning and timely execution are vital for your public relations efforts.
  - Create a Timeline—Determine how and when you will promote your unit or District during the year and when you will start publicity for special events. However, you should also be flexible—newsworthy activities that you can promote may come up from time to time during the year.
  - Discuss Your Plan—Meet with your unit or District Committee chair people that are in charge of special events and projects.
  - Be Persistent—Keeping your unit or District visible in the community isn’t something that will happen overnight - it takes time.



## What Is A Public Relations Chairperson? (Cont.)

- Additionally, they should:
  - Monitor progress. See what works, what doesn't, and what you may need to improve.
  - Keep track of:
    - Newspaper/magazine Articles—Record to whom and when news releases were sent and who used them. Cut and save articles about your unit or district. Include the publication's name and issue date on the clipping.
    - Television and Radio—Tape broadcasts of interviews and other coverage and play them at Roundtables or Unit functions.
  - Keep your unit or District informed. Explain how they benefit from good public relations. Report regularly on publicity efforts and results at Unit or District meetings and write articles about public relations activities and results for the District or Unit newsletter.



## What is News?

- Some projects, although extremely worthwhile, may not be “newsworthy.” To determine what is newsworthy ask yourself, “Would a non-Scouter find this interesting or useful?”
- Decide which activities have an interesting “angle” and are worth pitching to the media. To be considered newsworthy, they should be about timely events or activities that:
  - Enhance your local community (parks, school programs).
  - Involve the general public or other community groups (Scouting for Food, Popcorn Sales, etc.).
  - Perform a public service for your school or charter organization (e.g., drug abuse education, planting trees).
- Read local newspapers, watch television news programs and listen to a variety of local radio stations to get a feel for what is likely to be covered by your news media.





## What is News? (Cont.)

- Editors judge news on . . .
  - Timeliness – Is the event “now?”
  - Proximity – Is the event “close” to the reader’s location, frame of reference, or field of activity
  - Importance - Is the event significant or of value to the reader?
  - Policy – Is the event consistent with the publication’s editorial policy? If possible, talk with editors with whom you deal to discover their objectives, expectations, needs, and wants.
- Get involved early in the planning of District or Unit events to determine their news potential. Following are examples of activities with possible news value:
  - Scouting for Food Drives
  - Pinewood Derbies
  - Any type of community or charter organization service project
  - Blue & Gold Banquets
  - Holiday events
  - Significant Rank Advancements (Arrow of Light, Eagle Rank, etc.)
  - Day Camp Special Activities



## What is News? (Cont.)

- Ideally, every news item should answer the questions:
  - Who did it?
  - What did they do?
  - When did they do it?
  - Where did they do it?
  - Why did they do it?
  - How did they do it?
- Significance is important.... What does it mean to the reader? How is the reader affected? How may he or she apply the information? What should he or she do about it?



## About Your Community Newspaper

- A newspaper is a business. At the same time, a newspaper recognizes its responsibility to be a service to the citizens of a community.
- The individuals who work on a newspaper are no different than those who staff other businesses, with the exception that they may be more pressed for time than others. Most newspaper staff members are engaged in writing, editing, and printing – in a few hours – enough material to fill the average novel. To help make your job easier, try to keep in mind the deadline pressures under which newspaper people must work.
- Your community newspaper has an editor who is directly responsible to the publisher for the non-advertising content of the newspaper. The Editor is just like you, sharing the same concerns for their families and community that you do.
- The news room has a managing editor. This individual handles the day-to-day news production for the paper, including making reporter and photographer assignments. They are also responsible for the section editors. Section editors cover areas such as real estate, business, and sports.
- The editors make the ultimate decision as to what is – and isn't – news. It's easy for virtually anyone to recognize the news-worthiness of information. If it's something you think your neighbor or the people on the next block should know and would like to read about, then it's news!



## About Your Community Newspaper (cont.)

- When you hand a legitimate news story to an editor, he or she appreciates it. Because of the increasing complexity of reporting major happenings on the national and regional scene with a limited staff, editors rely on volunteers – just like you - for local news.
- It will surprise you how soon you will begin to develop a news sense, to know instinctively when an event is news and when it isn't.
- One of the best ways to develop this sense is to study newspapers. Notice the types of stories used and which go on the front page, which on the opinion page, and which on the "inside" of the paper.
- Try to adopt a simple pattern for writing your stories. Imitation can aid you greatly in developing skill in presenting the facts with a minimum of effort and training. Follow the style and construction of articles that already have appeared in the paper.
- The cornerstone of a news story is to tell who, what, when, where, why, and how. Journalists call it the "five Ws and H." The newspaper wants all the facts and the necessary details, including the full names and addresses of local persons involved and any identifying titles they may have.
- The newspaper naturally will want every story you give an editor to be as accurate and impartial as if it had been prepared by one of their reporters. In fact, when you give a news release to an editor, you in effect become a member of his or her reporting staff. They will rely on you as a dependable and discriminating news gatherer by publishing the material you prepare, if it's newsworthy.



## About Your Community Newspaper (cont.)

- When possible, the newspaper will want the news no later than the week it happens. An event that is weeks old is no longer news.
- Much of the time, you can get your story to the newspaper before it happens. For example, you know well in advance that your group is going to conduct a recruiting night, Blue and Gold Banquet, Court of Honor, or other activity.
- Experience tells us that although an “advance” story on a certain event is beneficial, there is little benefit derived when the story runs a month or more ahead of the scheduled date. People tend to forget about a coming event if they see it in the paper too soon. There is also the risk that the story will get lost under the sea of paperwork that continually engulfs an editor’s desk.
- A good rule is to submit a story about a scheduled event about two weeks in advance of the event. This gives the paper the chance to find room for the story. Waiting for the final edition preceding the event will only lessen the chances for publication, since available space is always a problem.



## How Do you Write a News Release?

- News releases are written in an “inverted pyramid” format that answers as many of the Who? What? When? Where? Why? and How? questions as possible in the first two paragraphs.
- Subsequent paragraphs should provide additional information in descending order of importance. This allows an editor to trim the release to fit the available space or broadcast time without losing the main facts.
- Simply written and fact-filled releases are more likely to be published than those that require substantial editing or rewriting.



## Story Organization

- The lead (first paragraph or two) should summarize the relevant information so the reader needn't read the entire story to learn what happened. Most readers don't read most of the article. Therefore, if you don't write a complete lead, the point usually will be lost.
- Then, clarify the relevant details in descending order of importance so editors can cut the story from the bottom up without losing the meat of the article.
- When putting sentences together, they should follow a logical sequence of events, immediately answering the questions a reader might ask as he reads. A simple format to follow is: State principal or subject; State clarification or justification; explain the clarification or justification.



## News Release Formatting

- Following these basic rules when preparing a news story will increase the chances that your release will be used:
  - Make sure the information is newsworthy.
  - There is one thing that all newspaper editors have in common - they insist on complete honesty and accuracy
  - All stories, without exception, must be typed.
  - Check, check, and recheck your spelling. Nothing will leave more doubt in an editor's mind about the validity of your facts than misspelled words. Typographical errors show you were lazy, in a hurry, or simply didn't care.
  - Tell the audience that the information is intended for them and why they should continue to read it.
  - Start with a brief description of the news, then distinguish who announced it, and not the other way around.
  - Ask yourself, "How are people going to relate to this and will they be able to connect?"
  - Make sure the first 10 words of your release are effective, as they are the most important.





## News Release Formatting (Cont.)

- Include a one or two-line headline summarizing the release in capital letters and center it above the body copy.
- Keep paragraphs and sentences short, limiting them to a single idea. Keep the story as accurate, brief, and concise as possible.
- Use quotes to enhance basic information. When attributing quotes, be sure to identify the person's name and title.
- Avoid excessive use of adjectives and fancy language. Do your best to keep away from Scouting "jargon." Deal with the facts.
- Double-space the release on one or two pages (one side only) using your unit's letterhead. Head all following pages with the unit's name and a page number.
- Include "FOR IMMEDIATE RELEASE" at top left-hand corner of the page. If the story isn't for immediate release, put "FOR RELEASE ON (insert appropriate date)."
- Put a dateline (name of city and date) at the beginning of the first paragraph.
- Include your name, or the name of the appropriate contact person, at the top right-hand corner of the page along with a daytime telephone number. This will identify both the unit and you as a news source, and the editor will have no trouble reaching you if there are any questions about the story.
- If there is more than one page, type "-more-" at the bottom center of the first page, and "# # #" or "end" at the bottom center of the last page.



# A Sample Press Release

## For Immediate Release

September 1, 2005

**CONTACT:**

Philip Hand

817-329-7664

972-571-2686 (cell)

[philip324@charter.net](mailto:philip324@charter.net)

(NOTE: For an electronic version of this release and digital photographs, please send an e-mail to the above address.)

### (Head) Brannon Philip Hand Receives Eagle Scout Award

#### (Body)

In September of 1997, Brannon Hand started a journey that would lead him to the highest award in Boy Scouts – the rank of Eagle Scout. This month, 8 years will have past since that dream began.

Brannon, 15, of Boy Scout Troop 928 will be honored at a special Eagle Court of Honor, September 24, 2005 at the Grapevine Church of Christ. To earn his Eagle Scout Award, Brannon had to earn 21 merit badges, serve as a leader in his troop, and complete a major community service project.

Brannon's project took place near Big Bear Creek in Grapevine. Working with city officials from the Grapevine Parks & Recreation Department, he built and erected three bat houses. Joe Moore, an Assistant Director with the department has been working with a number of local scouts to construct and build bat houses around town to help boost the local bat population. Bats are a natural predator of flying insects, including mosquitoes that carry the West Nile virus. The houses that Brannon and his team constructed will hold approximately 1,800 bats. When the houses are fully populated, the "residents" will consume approximately 5 million insects per night. In all, the entire Eagle project took almost 4 months to complete.

Brannon has been a member of Troop 928, chartered to Whites Chapel United Methodist Church in Southlake, for three and one-half years. In the Troop, he has served as patrol leader, den chief, scribe and instructor. Brannon also teaches scouts rock climbing as a part of the Longhorn Council's Road Rock team.

This upcoming semester, Brannon will be a freshman at Carroll High School in Southlake. Brannon's parents are Philip and Lisa Hand of Southlake.

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## Other Helpful Hints!

- The telephone is beneficial in newsgathering, but it is not necessary to call the newspaper to see if you may send a story in. Simply send it in.
- Don't expect an editor or reporter to take your routine story over the telephone. It consumes too much valuable staff time, not to mention the increased probability of error caused by the verbal transfer of information.
- Give the full name of your unit in the story, then fully identify it. Don't assume readers know and understand the Scouting organization. Sufficient identification is normally contained in a brief description, such as, "a local group of Cub Scouts," or, "St. Martin's Boy Scout Troop 445."
- Since your community newspaper is dedicated to the community it serves, it naturally is interested in those aspects of any story which directly reflects or affects that community.



## Other Helpful Hints! (Cont.)

- Be sure those aspects – called “local news angles” – are at the beginning if the story concerns a larger area, such as north-east Tarrant county, which may be beyond the community’s borders or the newspaper’s circulation area.
- Don’t begin a story with a time, day, date, or name.
- Don’t submit a story typed in all upper case or capital letters. If you are unsure about capitalization, don’t worry – journalists have simple copy-reading marks which will correct any flaws.
- Use a person’s full name the first time it is mentioned in a story. After that first mention, use that person’s last name alone. Nicknames are discouraged in newspaper copy, and the terms “Mr., Mrs., and Ms.” are seldom used.



## Other Helpful Hints! (Cont.)

- Women's names should be presented as follows - Mary Smith. The use of husbands' names in reference to married women (e.g.: Mrs. John B. Smith) are not used.
- Don't use the term "ladies;" use "women" instead. The same holds true for "gentlemen" vs. "men."
- Save flowing tributes, flowery descriptions, and glowing adjectives for your advertising copy!
- If you wish to convey an opinion, do so in a letter to the editor. News stories must be objective and should never contain editorial remarks. The exception to this rule is when someone is being quoted.
- Facts will always carry the importance of the story. Many news releases are unnecessarily long, due to excessive editorial remarks. If your story takes more than three pages, read it over carefully and do a little editing of your own.



## Other Helpful Hints! (Cont.)

- Names make news. Don't leave the names of anyone pertinent to your story out. At the same time, avoid long lists of names when possible. Newspapers don't like to publish membership rosters.
- Don't "bug" the editor asking, "When will my story run?" There are stories of editors who actually search through their pile of stories and purposely throw it out because of the annoyance.
- Keep the "plugs" for services and products to a minimum. Editors receive stacks of mail daily. Most find their way to the wastebasket. They have no "local news angle."
- When you hand in a story to an editor, do not casually mention that you, a relative, or neighbor is a big advertiser and wants to see your story published. Most newspapers draw sharp lines between the news and advertising departments.



## A Picture Is Worth a 1,000 Words!

- Scouts are like the rest of us – they love to see themselves in the paper or on TV.
- So how do you get a photograph in the paper?
  - To request a photographer
    - Telephone the newspaper's managing editor (this person is also responsible for photo assignments) not less than one week before a scheduled event. He will determine whether the newspaper can use the photo and if an appointment time is available.
  - To take your own photo
    - If you take your own photo it must be sharp, preferably black and white, and preferably a 5 x 7 print or digital picture (4 megapixel +). Many of the instamatic-type snapshots are not sharp enough for newspaper use, but don't be afraid to have them look at one. The worst thing they can say is "no."



## Photo's - Continued

- Three subject limit
  - Most newspapers prefer photos of no more than three subjects....the fewer the people, the better the photo! Individuals in a photo should be doing something, not just looking at the camera. Identify people in the photo from left to right by typing (or printing clearly) full names on a full sheet of paper. Clip or tape (don't staple) the paper to the photo. Never write or type on the back of a photo as it may show through when it is converted into a half-tone for publication
- A couple of tips
  - A photo staff and accompanying darkroom is geared to serve its newspaper only. Please don't ask for extra copies of photographs.
  - The prints used in the paper are usually available on a first-come, first-served basis. Photos submitted to the paper for publication will be returned upon request and should be so designated at the time of submission





## Sample Photo's



***Scout Backpacking Trip***

***Eagle Announcement***



Remember to identify the people in the photo with a note taped to the back of the picture.



## Photo's - Continued

- It is always a good idea to get a photo or video release from the subjects in the photo. This serves to protect the unit or district. Following is a simple form that can be adapted to your unit or District for that purpose.

<p style="text-align: center;"><b>PHOTO/VIDEO RELEASE FORM</b></p> <p>I hereby give permission for images of my child, captured during regular and special Scouting activities through video, photo and digital camera, to be used solely for the purposes of Boy Scouts of America _____ (Insert Unit Type and Number) promotional material and publications, and waive any rights of compensation or ownership thereto.</p> <p style="text-align: center;">Name of Participant) (please print): _____</p> <p style="text-align: center;">Name of Parent/Guardian (please print): _____</p> <p style="text-align: center;">Parent/Guardian's Signature: _____</p> <p style="text-align: center;">Date: _____</p>
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## Other Public Relations Tools

- District/Unit Fact Sheet
  - A District or Unit fact sheet will provide background information about the organization to reporters, so send one along with all news releases. Fact sheets can also be used as handouts during community events.
  - What you should cover in your “Fact Sheet”
    - The full name of the Unit or District – e.g. Longhorn Council’s Lakeview District or Johnson Elementary Cub Scout Pack 507
    - How long the Unit or District has been established and how many units or members are a part of the organization
    - Something about the program that the District or Unit offers – (Food Drives, Community Service work, etc.)
    - When the District or Unit meets, what time and where
    - A contact name, title, phone number and e-mail address that can be used to get additional information.



## Other Public Relations Tools

- Pitch Letters
  - These letters are used to suggest a feature story to a reporter or editor in a situation when a news release might not tell the story well. They are not about events or activities but rather they attempt to interest the reporter in covering a story, such as the importance of volunteers in your community. Follow up on pitch letters in approximately one to two weeks to determine interest and provide additional details.



## Preparing for Interviews

- A reporter may ask to schedule an interview to find out more information than what was provided in a news release. An appropriate spokesperson (you, your Cubmaster or Scoutmaster, the District Chairman, etc.) should be prepared to provide accurate information with enthusiasm and confidence. Following are tips for successful interviews:
  - Know Your Facts. Be ready to expand upon the Who? What? Where? When? Why? and How? stated in media material.
  - Prepare Key Message Points. Rather than answer a question with a simple 'yes' or 'no' use the interviewer's question as a bridge to your key messages. You may want to practice answering likely questions prior to the interview.
  - Give Short, Clear Responses. Mention your main points early in the interview in a few, brief, clear sentences. If you do not know the answer to a question, offer to find out the answer and follow up immediately.
  - Mention Your District Name or Unit Number (Cub Scout Pack 937) Often. Avoid saying only 'I' or "we."
  - Watch What You Say. Never give "off the record" comments.
  - Dress Appropriately. Wear your Scouting uniform and have the boys wear theirs.
  - Smile. Be conversational. Let the reporter see that you enjoy Scouting.



## Other Public Relations Possibilities

- Post-Event Publicity
  - Report the results of your programs and community service projects to the community through the following:
    - News Release—Prepare a brief, one page news release highlighting the project's results.
    - Letter to the Editor—Write a thank you note to the community via a letter to the editor (Example – Scouting for Food Donations)
- Radio and Television
  - Television stations target a very general audience, but radio stations target specific groups of listeners, such as males ages 18-28 or adults over the age of 40. Listen to radio stations in your area to get a feel for their audiences and the types of programs they broadcast. Also, pay attention to their public service programming, like community bulletin boards, public service announcements, etc.



## How Do You Contact The Media?

- Create a list of the newspapers, radio and television stations in your area, along with mailing addresses and telephone numbers. Call each media outlet to determine the editors or reporters to whom you should send information about Scouting activities. Verify the spelling of names and ask about deadlines. Also ask how they want to receive information, such as by mail, e-mail or fax. In general, information should be sent to the following:
  - General assignment editor at small daily or weekly newspapers.
  - Community events reporter at large daily newspapers.
  - News and/or public service director at radio and television stations.



## Building Your Media List

- Building your media list takes a little legwork – but the good thing is with the advent of the Internet – most of the information is available online. You can either plug in the name of the newspaper, radio or TV station or go to one of the following sites to start.
  - [www.usnpl.com/txnews.html](http://www.usnpl.com/txnews.html)
  - [www.allnewspapers.com/namerica/usa/states/default.htm](http://www.allnewspapers.com/namerica/usa/states/default.htm)
- What you won't necessarily find on the internet is a listing of the name that you need to contact at the newspaper, radio or television station. For that, you will need to make a phone call and ask who you should submit stories about Scouting. Using the list of titles from the previous slide will help you find the information. Remember it is important to send your stories to a particular person – you will want to build a “relationship” with them because you will be contacting them more than once.





## Building a Media List

- What you are looking to build for each media outlet (newspaper, radio or TV) is a contact list which contains the following information.

Name of community newspaper:	
_____	
Contact name:	_____
Business title:	_____
Best time to call:	_____
Address:	_____
Telephone:	_____ Fax: _____
E-mail:	_____



## Sample District Media List – Lakeview District

- Following is a listing of newspaper and television contacts for media that covers the Lakeview District (Colleyville, Grapevine, Keller, Roanoke, Southlake and Trophy Club).
- Remember, what may be newsworthy for a community paper (weekly) may not be newsworthy to a Daily Paper or a Television Station – in other words it would have to be a pretty special or unique event for a daily newspaper or TV station to cover the event.

Media	Owned By	Frequency	Contact	Title	Address	City, ST, ZIP	Phone #
<i>Newspapers</i>							
Dallas Morning News	Communications Center	Daily	Holly Warren		P.O. Box 655237	Dallas, TX 75265	
Fort Worth Star Telegram	NE Tarrant Office	Daily	Sonny Bohanan	Metro Editor	3201 Airport Freeway, Suite 108	Bedford, TX 76021	817-685-3800
			Jean Marie Brown				
The Colleyville Courier	Alliance Newspapers	Weekly	Brad Bennett	Editor	1721 East Southlake Boulevard	Southlake, TX 76092	817/329-7700, x108
The Grapevine Sun		Weekly	Les Cockrell	Managing Editor	332 S Main, PO Box 400	Grapevine, TX 76051	817/488-8561
The Grapevine Courier	Alliance Newspapers	Weekly	Brad Bennett	Editor	1721 East Southlake Boulevard	Southlake, TX 76092	817/329-7700, x108
The Keller Citizen		Weekly	Todd Overman	Editor	1103 Keller Pkwy, #101, PO Box 6	Keller, TX 76244-0615	817-431-2231
The Roanoke Register	Alliance Newspapers	Weekly	Brad Bennett	Editor	1721 East Southlake Boulevard	Southlake, TX 76092	817/329-7700, x108
The Southlake Journal	Alliance Newspapers	Weekly	Brad Bennett	Editor	1721 East Southlake Boulevard	Southlake, TX 76092	817/329-7700, x108
The Southlake Times	Star Community Newspapers	Weekly	Stacy Wright	Managing Editor	405-A SH121 Bypass, #100	Lewisville, TX 75067	972/436-3566
The Trophy Club Times	Alliance Newspapers	Weekly	Brad Bennett	Editor	1721 East Southlake Boulevard	Southlake, TX 76092	817/329-7700, x108
<i>TV Stations</i>							
KDFW TV (FOX Ch. 4)					400 North Griffin Street	Dallas, TX 75202	214.720.3155
KTVT TV (CBS Ch. 11)					5233 Bridge Street	Fort Worth, TX 76103	(817) 496-7711
KXAS TV (NBC Ch. 5)							
WFAA TV (ABC Ch. 8)	Belo				606 Young St.	Dallas, TX, 75202	214-748-9631



## Distributing News Releases

- At least two weeks prior to your event, mail, hand deliver, fax or e-mail news releases to those editors, reporters or news directors on your mailing list who cover your particular type of story.
- If you have a major story, follow up with each person a week before the event. Offer to answer questions and outline photo opportunities. Learn from the responses you receive. Be positive and enthusiastic in explaining why their readers/listeners/viewers would be interested in your story. Recognize that not all stories can be covered.



## Frequently Asked Questions

- Question - Must all my stories be typewritten?
- Answer - Yes, if you want your story met with a favorable reaction from the editor and preclude the possibility of mistakes.
  
- Question - Why wasn't my story used?
- Answer - There could be dozens of reasons, including:
  - The story arrived after the newspaper's deadline.
  - There was no room in the paper.
  - The story was not as important as the other news of the week.
  - The story was never received.
  - However, keep at it! Study the stories that are used and don't be afraid to contact the paper for help. You'll soon find your batting average going up steadily.



## Frequently Asked Questions

- Question - Will the editor save me a clipping of the story if I ask?
- Answer - Don't even ask! Good manners and common sense dictate that you buy a copy of the newspaper and do your own clipping. Remember, the newspaper is like your corner grocery store—both are businesses and they simply don't give things away.
- Question - Does it help to know the editors personally? Should I invite them to social gatherings?
- Answer - By all means, invite them. Their busy schedules may force them to kindly turn down an invitation. However, they do like to talk with members of the community and editors have been known to make good guest speakers.